

**REVISED AGENDA**  
**BOARD OF GOVERNORS**  
**Conference Center at Pingree Park, Colorado**

**MONDAY, JUNE 20, 2011**

**Lunch** **12:00 – 2:00 p.m.**

**COMMITTEE MEETING**

Finance Committee (Joe Zimlich, Chair) **2:00 – 4:00 p.m.**

Nominating Committee (Ed Haselden, Chair) **4:00 – 4:15 p.m.**

**BOARD MEETING**

**1. PUBLIC COMMENT** **4:15 – 4:20 p.m.**

**2. BOARD CHAIR’S AGENDA** **4:20 – 4:45 p.m.**

**3. EXECUTIVE SESSION** **4:45 – 5:00 p.m.**

**4. CONSENT AGENDA** **5:00 – 5:10 p.m.**

A. Colorado State University System

- Approval of May 2011 Executive Committee Meeting Minutes
- Approval of May 2011 Academic Affairs Committee Meeting Minutes
- Approval of May 2011 Finance Committee Meeting Minutes
- Approval of May 2011 Audit Committee Meeting Minutes
- Approval of May 2011 Real Estate/Facilities Committee Meeting Minutes
- Approval of May 2011 Student Affairs Committee Meeting Minutes
- Approval of May 2011 Board of Governors Regular Meeting Minutes

B. CSU-Fort Collins:

- Faculty Handbook Revisions\*
  - New Degree Program – M.A.S.\*
  - New Degree Program – Ph.D.\*
  - Move Degree Program – M.S.\*
  - Emeritus Rank Designations\*
  - Revisions to Sabbatical Leave for 2011-2012\*
  - Nondelegable Personnel Action
- \*Reviewed and referred to the full Board at the June 9<sup>th</sup> Academic Affairs Committee meeting.

C. CSU-Pueblo:

- Faculty Handbook Revisions\*
  - Promotion and Tenure\*
- \* Reviewed and referred to the full Board at the June 9<sup>th</sup> Academic Affairs Committee meeting.

5. **CHANCELLOR’S REPORT** **5:10 – 5:40 p.m.**

6. **ANNUAL BOARD BUSINESS** **5:40 – 6:00 p.m.**

- Approval of Board Meeting Calendar for 2012/2013
- Election of Officers

**ADJOURN**

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PLEASE NOTE in the Appendix you will find:

- Readings on Higher Education

Board of Governors Social

**6:30-7:15 p.m.**

Board of Governors Dinner

**7:15 p.m.**

- “The Health of Colorado Forests” – presentation by Jeff Jahnke, CSU State Forest Director, Boyd Labeda, Fort Collins District Forester, and Dave Farmer, North Area Forest

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
NOMINATING COMMITTEE MEETING AGENDA  
JUNE 20, 2011**

**Governors:, Ed Haselden Chair; Pat McConathy; Dorothy Horrell; Sheila Trice Bell,  
Executive Secretary to the Board (assigned staff).**

**Discussion and recommendation regarding nominations for the following Board of  
Governors Officers:**

- **Chair**
- **Vice Chair**
- **Secretary**
- **Treasurer**

# Section

1

## Public Comment

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## Board Chair's Agenda

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3

## Executive Session

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Section

4

Consent Agenda

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
EXECUTIVE COMMITTEE MEETING MINUTES  
May 3, 2011**

**CALL TO ORDER**

The meeting was brought to order by the Chair of the Executive Committee, Patrick McConathy\* at 9:09 a.m.

**ROLL**

**Board members present:** Ed Haselden\*, Vice-Chair; Joe Zimlich\*, Treasurer; Dorothy Horrell\*; Don Elliman; Dennis Flores; Scott Johnson; Mary Lou Makepeace; Penfield Tate III; Dan Turk, CSU-Fort Collins Faculty Representative; Jennifer Mullen, CSU-Pueblo Faculty Representative; and Cooper Anderson, CSU-Fort Collins Student Representative

**Administration present:** Joe Blake, Chancellor; Tony Frank, CSU-Ft. Collins President; Julio Leon, CSU-Pueblo Interim President; Becky Takeda-Tinker, CSU-Global President; Mike Nosler, CSU System General Counsel; and Rich Schweigert, CSU System CFO

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board

**Guests:** Kristina Proctor, CSU-Pueblo Faculty Representative starting June 1<sup>st</sup>; Isaiah Gregory, President-Elect of CSU-Pueblo Associated Student Government starting May 5<sup>th</sup>; Eric Berlinberg, President-Elect of CSU-Fort Collins Associated Students of CSU starting June 1<sup>st</sup>.

Chair McConathy asked Mike Nosler, CSU System General Counsel, to update the Board of Governors on the non-discrimination policy that had been discussed during the February Board meeting/retreat. After the February meeting Mike Nosler and Governor Makepeace drafted and reviewed the policy. General Counsel distributed the policy to the Board members, read the policy to the Board and, receiving no feedback, presented a Resolution proposing adoption of said policy. Governor Makepeace moved approval of the resolution, Governor Zimlich seconded, and the Resolution was unanimously passed.

Penfield Tate III and Dennis Flores, two new Governors on the Board, were then introduced and sworn in.

The Chairman asked Governor Horrell for an update on the CSU-Pueblo Presidential Advisory Search. She indicated that one candidate, Dr. David Watts, had been brought onto campus to interview. The Search Advisory Committee had been charged with bringing at least three candidates to the Board, and consequently will continue its search. Dr. Watts decided to withdraw from the search. The search firm will continue to reach out to sitting presidents and provosts, and position postings will continue to run in the



*Chronicle of Higher Education.* Governor Horrell anticipates a lull in search activity in early June, with anticipated increased activity in mid-June. She said that the Chancellor had an interim plan for the presidency. Chancellor Blake reported the interim plan is to continue with Dr. Julio Leon as Interim CSU-Pueblo President. Dr. Peter Dorhout will also continue in the position of CSU-Pueblo Provost to assist with building a foundation upon which the new president will further expand the growth of CSU-Pueblo.

The Committee thanked Governor Horrell for her dedication and time spent on making sure the search is being conducted thoroughly and properly.

The Chairman asked for further business items and, hearing none, the meeting was adjourned at 9:31 a.m.

\*Members of the Executive Committee

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES  
MAY 3, 2011**

**CALL TO ORDER**

The meeting was brought to order at 12:42 p.m. by the Chair of the Academic Affairs Committee, Dorothy Horrell.

**ROLL**

**Committee members present:** Vice-Chairman Don Elliman; Joseph Zimlich; Mary Lou Makepeace; Dan Turk, CSU-Fort Collins Faculty Representative; Jennifer Mullen, CSU-Pueblo Faculty Representative.

**Board members present:** Patrick McConathy, Chair; Ed Haselden, Vice Chair; Dennis Flores; Scott Johnson; Penfield Tate; Cooper Anderson, CSU-Fort Collins Student Representative.

**Administration present:** Joe Blake, Chancellor; Tony Frank, President CSU-Fort Collins; Julio Leon, Interim President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Mike Nosler, CSU System General Counsel; Rich Schweigert, CSU System CFO.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board.

**Guests:** Kristina Proctor, CSU-Pueblo Faculty Representative starting June 1<sup>st</sup>; Isaiah Gregory, President-Elect of CSU-Pueblo Associated Student Government starting May 5<sup>th</sup>; Eric Berlinberg, President-Elect of CSU-Fort Collins Associated Students of CSU starting June 1<sup>st</sup>.

Chairman Horrell opened the meeting by introducing Dr. George Dennison, the new System Chief Academic Affairs Officer. Dr. Peter Dorhout, the new Provost for CSU-Pueblo, was also formally introduced.

The Chairman recapped the April 12th Academic Affairs Committee meeting and went through the agenda, noting all items had already been reviewed and approved to be forwarded to the full Board of Governors for approval.

Items pertaining to CSU-Fort Collins were:

- An Executive Summary of the annual changes to the Faculty and Administrative Professional Manual;
- The Emeritus rank designation;

- A posthumous degree to be conferred upon a former student who died one semester prior to completion of his double major in Agriculture Business and Animal Sciences;
- Recommendations of 83 total faculty for promotion and tenure;
- Request by a faculty member for cancellation of his sabbatical;
- The approval of degree candidates who will be graduating May 13th and 14th at CSU-Fort Collins;
- New degree programs including the Master of Agriculture Extension Education, Master of Science in Conservation Leadership and a Ph.D. in Social Work;
- Approval of the CSU-Fort Collins academic calendar from 2012 to 2016.

The Chairman then discussed CSU-Pueblo's items to be moved for Board of Governors approval, those being:

- Faculty Handbook changes;
- Emeritus rank designations for Ronald Darby, Russ Meyer, and Linda Wilkes;
- Approval of degree candidates graduating May 7<sup>th</sup>;
- Sabbatical leave reports;
- Approval of the CSU-Pueblo academic calendar for 2011-2012.

The final agenda item was approval of the degree candidates from CSU-Global, 160 of whom participated in a graduation ceremony.

There being no further business, at 1:45 p.m., the meeting was adjourned.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
FINANCE COMMITTEE MEETING MINUTES  
May 3, 2011**

**CALL TO ORDER**

Committee Chair Joseph Zimlich brought the meeting to order at 1:46 p.m.

**ROLL**

**Committee Members present:** Don Elliman; Dan Turk, Steve Titus.

**Board Members Present:** Patrick McConathy, Chair; Ed Haselden, Vice Chair; Dennis Flores; Dorothy Horrell; Scott Johnson; Mary Lou Makepeace; Penfield Tate III; Jennifer Mullen, CSU-Pueblo Faculty Representative; Cooper Anderson, CSU-Fort Collins Student Representative.

**Administrators present:** Joe Blake, Chancellor; Tony Frank, CSU-Fort Collins President; Mike Nosler, General Counsel; Julio Leon, Interim President of CSU-Pueblo; Becky Takeda-Tinker, CSU-Global President.

**Board of Governors Staff present:** Rich Schweigert, CSU System Chief Financial Officer (CFO); Sheila Trice Bell, Executive Secretary to the Board.

**Guests:** Zavareh (“Zav”) Dadabhoy, CSU-Pueblo Dean of Student Life and Development; Mike Farley, CSU-Pueblo Interim Vice President for Finance and Administration; Isaiah McGregory, CSU-Pueblo President-Elect, Associated Students’ Government.

**AGENDA**

The Chair opened the meeting by asking CSU System CFO Rich Schweigert for his report.

**CFO Report:** Rich Scheigert gave an update on the State budget funding for higher education. The State's quarterly revenue forecast indicates that revenues have gone up almost \$450 million, resulting in a plan by the Joint Budget Committee to not reduce the budgets as much, create a four percent reserve and leave K-12 funding intact. The funding for higher education would thus be reduced from \$550 million to \$519 million next year, a much smaller cut than was originally expected. With this overall reduction of 28 percent in funding since 2009, the CFO's office is starting to consider adding money back into the System budget, starting with the research system. He will begin meetings with the CFOs of the community college system and other major State universities to begin work on increasing State budget funding for higher education over the next few State budget cycles.

The Chairman then asked Rich Schweigert to give the new Board members a high-level overview of the System budget process. Rich Schweigert provided an overview of the year-long budget process and the effort it takes to protect higher education from budget cuts. Governor

Elliman provided an overview of the Futures Phase I report and Governor McConathy asked Sheila Trice Bell to provide a copy to new Board members.

Rich Schweigert then moved on to the financial statements, highlighting the tuition and fee line on the consolidated third quarter financial statement by noting that the actual number exceeded the budgeted numbers by \$13 million, \$3 million of which was generated by Global campus. Overall, the budget ended up where he had originally told the Board that it would.

Rich Schweigert gave an overview of the Global Campus for the new Board members, explaining how it out-performed expectations in the third quarter and would hopefully continue to be a good source of revenue in the future.

CSU-Global President Becky Takeda-Tinker then commented on CSU-Global's revenue exceeding their annual projection and being in line with what was anticipated when the initial idea for Global was first conceived, even despite the downturn in the economy. A discussion ensued about the timing and distribution of the first repayment of \$4 million by Global of the \$12 million institutional loan from the System.

Rich Schweigert then discussed the auxiliary enterprises section of the financial statements which generate revenue for the System. He moved on to the remainder of the revenue-generating items in the report and where those are expended. Rich Schweigert then discussed the Treasury update and the history behind starting the process of removing System reserve funds from the State Treasury. Once the economy took a downturn, it was determined best to leave the funds in the State Treasury, but develop a plan to remove them with the assistance of a financial consultant as advisor. The selection process for the advisor is continues with the search narrowed to two. Rich Schweigert discussed the possibility of starting with allocating \$30 million from the reserves to start with and taking further action regarding investment based on the results of that initial step. The discussion then continued about the pros and cons of private investment of some portion of the reserves, the Foundation corpus, and the value of the System real estate.

Rich Schweigert then moved on to the Pueblo financials and asked Mike Farley, CSU-Pueblo Interim Vice President for Finance and Administration, and Zavareh ("Zav") Dadabhoy, CSU-Pueblo Dean of Student Life and Development, to describe information particular to CSU-Pueblo's housing. Zav presented the information about acquiring the Walking Stick townhome-style student housing units and a discussion ensued about the vacancy of the Belmont residential hall and why CSU-Pueblo would be acquiring new residential housing when there is a hall that is virtually closed. Comment was made by Mike Farley and Isaiah McGregory regarding the fact that Belmont is a less-than-desirable option for housing undergraduates and since there is only the requirement that first-year students live on-campus, it had been determined that more desirable housing is required to retain upper classmen in on-campus housing. In response to concerns by the Board of the financial feasibility and wisdom of closing Belmont while procuring new housing with Walking Stick, Mike Farley began the presentation of the five-year plan to cover these costs, with the emphasis being on enrollment growth as a critical

factor in sustaining these payments without utilizing the operating budget. The Chair indicated that, based upon this report and discussion with the flavor of this plan, that the details of the plan would be better monitored on an annual or per-semester basis.

**CSU-Pueblo Tuition Rates:** The next agenda item was CSU-Pueblo tuition rates, presented by CSU-Pueblo Interim President Dr. Julio Leon. He began with some background of the budgeting process changes put in place by Dr. Frank during his temporary presidency. This new process emphasized transparency and input, as well as taking into account a tuition increase exemption which would allow CSU-Pueblo to raise tuitions as much as 18.7 percent, which might potentially allow for a 4 or 5 percent salary increase after some years of frozen salaries. However, growth rates were comprised differently than was expected for resident and non-resident students. The result was a \$1.1 million deficit this fiscal year. It was noted that a portion of this deficit was attributable to the extra expenses associated with the search for a new president, interim president and vice-president and provost. However this deficit has been backfilled with savings in energy expenses and unfilled vacancies on the academic side.

Looking toward the next budget cycle, meetings with the CSU-Pueblo Budget Board have been inclusive to constituencies on campus and it is felt this is a very effective method of determining budget priorities. There is no projected enrollment increase for next year, so budgeting must be very conservative. Dr. Leon emphasized the importance of increasing enrollment and presented the proposed 11.9-percent increase in tuition. The Monday following commencement there will be a task force formed to address how to increase admits into enrollees and, depending on the outcome of that group's efforts, will consider whether to increase the tuition more than 11.9 percent.

**Capital Construction List:** The final agenda item presented by Rich Scheigert was the capital construction list, which is a requirement of the Department of Higher Education and the CCHE from the campuses at the beginning of the budget cycle to submit a list of the possible capital construction projects from each campus. Although State funds are listed, there is little to no chance that there would be any State funding available to put towards any of the projects listed. Rich Schweigert asked for questions about the list presented, and requested a resolution from the committee to the Board to allow for the submission of the presented documents to the Department of Higher Education and CCHE, which will review the submissions from all State universities, prioritize the lists, and determine which projects will go forward. Those will then be forwarded to the Office of State Planning and Budgeting. The motion was moved by Governor Don Elliman, seconded by Governor Joe Zimlich and unanimously approved.

There being no further business before the committee, the Chairman adjourned the meeting at 3:50 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
AUDIT COMMITTEE MEETING MINUTES  
MAY 3, 2011**

**CALL TO ORDER**

The meeting was brought to order at 10:58 a.m. by the Chair of the Audit Committee, Scott Johnson.

**ROLL**

**Committee members present:** Mary Lou Makepeace; Cooper Anderson, CSU-Fort Collins Student Representative.

**Additional Board members present:** Patrick McConathy, Chair; Ed Haselden, Vice Chair; Joe Zimlich, Treasurer; Don Elliman; Dorothy Horrell; Dan Turk, CSU-Fort Collins Faculty Representative; Cooper Anderson, CSU-Fort Collins Student Representative; Jennifer Mullen, CSU-Pueblo Faculty Representative; and Steve Titus, CSU-Pueblo Student Representative.

**Administration present:** Joe Blake, Chancellor; Tony Frank, President CSU-Fort Collins; Julio Leon, Interim President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Mike Nosler, System General Counsel; Rich Schweigert, System Chief Financial Officer.

**Assigned Staff:** Allison Horn, System Director of Internal Auditing.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board.

**Guests:** Kristina Proctor, CSU-Pueblo Faculty Representative starting June 1<sup>st</sup>; Isaiah Gregory, President-Elect of CSU-Pueblo Associated Student Government starting May 5<sup>th</sup>; Eric Berlinberg, President-Elect of CSU-Fort Collins Associated Students of CSU starting June 1<sup>st</sup>.

The Chair began the meeting by introducing Allison Horn, System Director of Internal Auditing. The first item on the agenda was review of the Fiscal Year 2011 Audit Plan. Currently in-process audits are at CSU-Fort Collins in the Athletics Department; in the Information Technology area; the CSU Health Network, a newly formed department which is a combination of the health services and the counseling services; CSU Sports Clubs, a division of Student Recreation; and at CSU-Pueblo there is a review of Accounts Receivable.

Allison Horn reviewed audits completed, which included the NCAA Compliance Report, a requirement of Division 1 in NCAA which must be completed every four years. Areas looked at were investigations and self-reporting of rules violations, extra benefits, playing and practice seasons, student-athlete employment and the academic performance

program. Since the Auditing Office does not offer an opinion on whether these items are in compliance with NCAA rules, there were no findings from this audit.

The next completed audit was the Division of Continuing Education in Fort Collins. The objectives of this audit were to determine whether Continuing Education has a strategic plan in place with measurable goals and objectives, whether adequate internal controls and operating procedures are being implemented and whether the department is operating within university rules and policies and is operating effectively and efficiently. There was no indication of wrongdoing or sloppy work, and the recommendations made related to the relationships between Continuing Ed and the University to make sure that it represents the most efficient operating methods.

The next agenda item was a review of open audit recommendations, a process which has become confusing as the open items are reviewed every 6 months, and also the Audit Office asks for target dates for completion of these open items. Allison Horn developed a database which focuses on the target date for completion of those open items so she can report on those that have passed their originally scheduled implementation date. Open items at CSU-Pueblo are largely the result of changes in administrative personnel, and there were no "red-light items" on that open action items list.

Questions were asked and answered about ranking the importance of the open action items, and possibly developing a method of clearing those action items deemed open due to lack of resources, and the assumption of the risk of not clearing those action items by management. Allison Horn reported that the ranking of risk and the clearing of items from the ongoing open items list are things included in her regular reports to the Audit Committee. However, she indicated she is in the process of rethinking how that is reported and said she is open to recommendations from the committee about how they would like to see these items reported in the future.

Allison Horn is going to recommend that, due to all of the changes at CSU-Pueblo, more time be allotted for completion of management's requested action items. Fort Collins' action items will be added to next years' plan as well CSU-Global's audit, which was not completed this year and will be conducted by the auditor housed in Pueblo.

The Auditing Office is looking for an administrative assistant currently. Allison Horn also reported on her office's completion of some special projects; one at the request of the General Counsel's Office, and one with Club Sports at CSU-Pueblo. She and her IT auditor also participated in a committee looking into ways to consolidate some IT operations in order to save money and improve efficiency. She has removed herself from the operations of that committee to preserve her independence.

The Chairman asked for further business items and, hearing none, the meeting was adjourned at 11:14 a.m.



**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES  
MAY 3, 2011**

**CALL TO ORDER**

Committee Chair Ed Haselden brought the meeting to order at 12:42 p.m.

**ROLL**

**Committee Members present:** Joe Zimlich, Vice Chair; Mary Lou Makepeace; Jennifer Mullen, CSU-Pueblo Faculty Representative; Cooper Anderson, CSU-Fort Collins Student Representative.

**Other Board Members Present:** Patrick McConathy, Chair; Don Elliman; Dennis Flores; Dorothy Horrell; Scott Johnson; Penfield Tate III; Dan Turk, CSU-Ft. Collins Faculty Representative.

**Administrators present:** Chancellor Joe Blake; CSU-Fort Collins President Tony Frank; CSU System General Counsel Mike Nosler; Interim President of CSU-Pueblo, Julio Leon; CSU-Global President Becky Takeda-Tinker.

**Assigned Staff present:** Stuart MacMillan, Real Estate Executive, CSU Research Foundation.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board.

**Guests present:** Kathleen Henry, President/CEO, Colorado State University Foundation (CSUF)/Colorado State University Research Foundation (CSURF).

The Chair first sought a motion, which was unanimously approved, for the Committee to enter into Executive Session.

The Committee reconvened in open session and the first agenda item was the acquisition of the Washington School property for \$630,000, cash sale to be funded by the System Facilities Fee, such action having been previously approved by the students. The motion was made by Mary Lou Makepeace, seconded by Joe Zimlich and unanimously approved.

The next item on the agenda was discussion of the lease of the Burlington-Northern Santa Fe right-of-way, which Stu MacMillan indicated was an updated report on the ongoing negotiations which are almost complete except for some details about insurance matters. Stu MacMillan gave a brief overview of the project for the benefit of the new Board members and indicated that the current price of the right-of-way is at \$15,000, which is considerably lower than the original figure.

There being no further business, the meeting was adjourned at 1:45 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
STUDENT AFFAIRS COMMITTEE\* MEETING MINUTES  
MAY 3, 2011**

**CALL TO ORDER**

Committee Chair Patrick McConathy brought the meeting to order at 11:15 a.m.

**ROLL**

**Committee Members present:** Don Elliman; Scott Johnson; Cooper Anderson, CSU-Ft. Collins Student Representative.

**Other Board Members Present:** Dorothy Horrell; Dennis Flores; Scott Johnson; Mary Lou Makepeace; Ed Haselden; Penfield Tate III; Jennifer Mullen, CSU-Pueblo Faculty Representative; Dan Turk, CSU-Fort Collins Faculty Representative.

**Administrators present:** Chancellor Joe Blake; CSU-Fort Collins President Tony Frank; General Counsel Mike Nosler; Interim President of CSU-Pueblo, Julio Leon; CSU-Global President Becky Takeda-Tinker; CSU System General Counsel Mike Nosler; Blanche Hughes, Vice-President for Student Affairs, CSU-Fort Collins; Zavareh (“Zav”) Dadabhoy, Dean of Student Life and Development, CSU-Pueblo.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board.

**Guests present:** ; Kristina Proctor, CSU-Pueblo Faculty Representative (effective June 1st); Isaiah McGregory, President-Elect of CSU-Pueblo Associated Student Government (effective May 5<sup>th</sup>); Eric Berlinberg, President-Elect of CSU-Fort Collins Associated Students of CSU (effective June 1<sup>st</sup>).

The Chair first introduced the committee and opened with the first agenda item being the code of student conduct from CSU-Pueblo, presented by Zavareh (“Zav”) Dadabhoy who noted that because of the rapid growth at CSU-Pueblo, there has only recently been an opportunity to methodically develop procedures, policies and system to facilitate student growth and well-being. Specifically, more refined guidelines for assessing and dealing with student behavior, sexual misconduct, and past criminal activity are being developed, with the assistance of General Counsel, as well as suicide prevention, bullying prevention, policies relating to medical marijuana, and involuntary withdrawal policy.

Zavareh (“Zav”) Dadabhoy noted this was the first time a formal code of conduct for CSU-Pueblo has been brought to the Board for approval. The three themes of the new code are civility, working with honor, and good citizenship with the hope that a complete honor system will be developed in the near future. Questions were asked whether this policy was the same across all of the campuses and it was determined that it was not, nor was it completely up-to-date with the nondiscrimination policy the Board passed earlier in this session. However General Counsel indicated that all appropriate changes would be

made to ensure consistency. A motion to recommend approval by the full Board was made by Joe Zimlich, seconded by Scott Johnson, and after a brief discussion about ensuring that the code was consistent with that of the other campuses in the System, unanimously approved.

The Chair reminded the committee of the mission of the Student Affairs Committee and indicated that each Monday prior to the regularly scheduled Board meetings would be an opportunity for the Board to interact with the faculty and students on campus. He also suggested that perhaps the System conduct a survey to determine student needs.

There being no further business, the meeting was adjourned at 11:41 a.m.

\*Note: This is the first meeting of the newly established and appointed Student Affairs Committee

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING MINUTES  
May 4, 2011**

**CALL TO ORDER**

Committee Chair Patrick McConathy brought the public meeting to order at 9:10 a.m.

**ROLL**

**Governors present:** Ed Haselden, Vice Chair; Joseph Zimlich, Treasurer; Don Elliman; Dennis Flores, Dorothy Horrell; Scott Johnson; Mary Lou Makepeace; Penfield Tate III; CSU-Pueblo Student Representative Steve Titus; CSU-Fort Collins Student Representative Cooper Anderson; CSU-Pueblo Faculty Representative Jennifer Mullen; CSU-Fort Collins Faculty Representative Dan Turk.

**Administrators present:** Chancellor Joe Blake; CSU System General Counsel Mike Nosler; CSU-Fort Collins President Tony Frank; CSU-Pueblo Interim President Julio Leon; CSU-Global Campus President Becky Takeda-Tinker.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board.

**Guests present:** CSU-Pueblo Faculty Representative Kristina Proctor (effective June 1<sup>st</sup>); President-Elect CSU-Pueblo Associated Students' Government Isaiah McGregory (effective May 5<sup>th</sup>); President-Elect CSU-Fort Collins Associated Students of CSU Eric Berlinberg, (effective June 1<sup>st</sup>).

**PUBLIC COMMENT**

The Chair opened the public meeting asking if there was public comment, of which none was offered.

**BOARD CHAIR AGENDA**

The Chair then introduced two new Board of Governor members, Penfield Tate III and Dennis Flores. Governor Flores, from Pueblo, will serve on the CSU-Pueblo Presidential Search Advisory Committee. He then asked Jennifer Mullen to introduce the new CSU-Pueblo student representative, Isaiah McGregory, and the new CSU-Pueblo faculty representative, Kristina Proctor. Also, introduced were the new System Academic Affairs Officer, Dr. George Dennison, and the Interim Provost at CSU-Pueblo, Dr. Peter Dorhout. The Chair then thanked Steve Titus and Jennifer Mullen for their service as the CSU-Pueblo student and faculty representatives to the Board of Governors, respectively.

The Excellence in Undergraduate Teaching Awards were presented to Dr. Janet Barnett of CSU-Pueblo and Dr. Matt Hickey of CSU-Fort Collins.

## **EXECUTIVE SESSION**

The Chair then asked System General Counsel to enter into Executive Session. Topics of discussion are reflected in the notice dated May 1, 2011, incorporated by reference into these minutes.

## **PUBLIC SESSION**

The meeting reconvened in Public Session, with the Chair recognizing Governor Scott Johnson. Governor Johnson recognized Chancellor Blake's receipt of the Volunteer Lifetime Achievement Award in Denver the previous week.

The Chair then recognized Bonifacio Cosyleon's 5-year service as a member of the Board of Governors through February 23, 2011.

The Chair mentioned the recent opportunities he had to interact with the System community and attend the First Generations Dinner at CSU-Fort Collins as well as the first commencement ceremony for CSU-Global Campus. The Chair was very grateful to have attended both events.

The Chair reported the appointment of a Board of Governors ad hoc committee, the Nominating Committee. The committee members are Governor Dorothy Horrell, Governor Ed Haselden, who will chair the committee, and Governor Patrick McConathy. The committee will report at the June meeting a proposed slate of officers going forward for the next two years. The Chair also reported that Sheila Trice Bell and Governor Joe Zimlich are working on the by-laws with changes to be voted on at the June meeting. The Chair also announced that the June meeting would be held at Fort Collins to make sure that the meeting locations were appropriately spread amongst all of the Campus locations.

The Chair made some announcements regarding the June 20<sup>th</sup> Board retreat and indicated that Dr. Stephen Porch would lead the Board of Governors through a self-assessment, something to be conducted on an annual basis. The Chair then mentioned the Joint Resolution contained in the Board folders, commemorating CSU-Day at the Colorado Capitol. Governor Dan Turk stated that the 2012-2013 Board of Governors proposed calendar conflicts with CSU-Fort Collins Faculty Council meetings scheduled. The Chair said that the calendar will be considered for final approval in June.

The Chair asked for a motion to approve the remaining consent agenda, which was moved by Governor Mary Lou Makepeace, seconded by Governor Dorothy Horrell and unanimously approved.

## **NAMING OPPORTUNITY**

Governor Ed Haselden, Vice Chair, then read the naming opportunity resolution renaming a campus facility to Glen Morris Field House in honor of CSU Alumnus and Olympic Gold Medal winner, Glen Morris. A motion was made, seconded and unanimously approved.

## **CONSENT AGENDA**

As stated above, a motion was moved, seconded and the consent agenda was unanimously approved.

## **STUDENT AND FACULTY REPORTS**

***Student Reports:*** Governor Ed Haselden asked Cooper Anderson, CSU-Fort Collins Student Representative, to present his report. Mr. Anderson's first item was to recap the student fee situation, all of the proposed fees having been passed by the Student Peer Review Board. He then introduced Jennifer Babos, his Vice President, who was instrumental in the passage of the fee that would support sexual assault assistance programs for students. His final item was the effort in lighting the "A" as a symbolic effort in partnership with the community for special occasions on campus, thanked the Board for his wonderful experience on the Board of Governors, and submitted the remainder of his written report in full.

Steve Titus, CSU-Pueblo Student Representative, presented his report beginning with introducing his successor, Isaiah McGregory, and then thanked CSU-Pueblo Interim Vice President Farley for all of his assistance in rewriting the institutional fee plan. The next item mentioned was the continuing debate over the future of the Occhiato Center. He recapped the year and thanked the Board of Governors for its guidance in changes in administration and the opening of the new library. He concluded by indicating the need to lengthen the CSU-Pueblo academic calendar which is currently the shortest university calendar in the State, but recognizes traditional holidays that are normally applicable to public schools. A resolution was passed to add an A-plus to the grading system which would be calculated as a 4.0 to a 4.5. Finally, Steve Titus expressed his gratitude for the learning experience he had enjoyed during his tenure on the Board of Governors.

***Faculty Reports:*** Dan Turk, CSU-Fort Collins Faculty Representative, gave the CSU-Fort Collins Faculty Council report. He thanked the Chair for his openness and indicated that most of his report would be included in the Academic Affairs Report. He stated that Dr. Carol Makala will be the incoming new CSU-Fort Collins Faculty Representative to the Board of Governors; Tim Gallagher would be the new CSU-Fort Collins Faculty Council Chair; and Karrin Anderson would be the new CSU-Fort Collins Vice Chair for the Faculty Council. Dan Turk reported on the modifications made for the CSU-Fort Collins campus to come into compliance with the Family and Medical Leave Act and the Honor Pledge option that has been brought through Faculty Council. Modifications have been made to the student core survey that will realize a savings of about \$100,000 in processing fees, which will be passed along to the students. Add/drop dates have been standardized in the calendar, and a revision of the tuition scholarship program for spouses has now been extended to domestic partners. He also pointed out that if students are a part of the special mentored research and artistry program, their degrees will notate that in the future.

Jennifer Mullen, CSU-Pueblo Faculty Representative, gave the Pueblo report. She thanked Steve Titus for his student leadership, re-introduced the new CSU-Pueblo Student Body President, Isaiah McGregory, and publicly thanked Dr. Katherine Frank for her leadership of the

faculty as she moves on to accept a dean position away from CSU-Pueblo. She then thanked Dr. Julio Leon and Dr. Peter Dorhout for their assistance during the presidential transition period. Professor Mullen mentioned the new Academic Affairs Committee and that she is looking forward to how that committee will best function. Librarianship language has been added to the Faculty Handbook and additional changes will be presented to the Academic Affairs Committee in June. She thanked System General Counsel Mike Nosler and Janet Barnett for all of the revisions to the handbook that have been in progress. Professor Mullen mentioned the progress of the new budgeting process that is currently underway in conjunction with CSU-Pueblo administration. She pointed out that there would be more collaboration in the upcoming year with CSU-Global Campus and then publicly thanked Dr. Julio Leon for personally recruiting top students to the CSU-Pueblo Honors program. The presidential search continues and a replacement is being sought for Dr. Katherine Frank on the Presidential Search Advisory Committee and the provost search. Professor concluded her final report with thanks to the Board of Governors Chair and the Chancellor.

### **CHANCELLOR AND SYSTEM REPORTS**

The Chair then moved to the CSU System Chancellor Report and System Report.

Chancellor Blake began by reviewing handouts generated from the committee on financial modeling and efficiencies and serving the underserved student populations. The Chancellor highlighted the revenue initiatives having been undertaken and the response by the campuses and System office from the February Board of Governors Retreat regarding underserved populations, noting that the System's legislative team meets weekly and there are still two pending items: Senate Bill 204 relating to the doctorate degree for nurse practitioners which has passed both the House and Senate; and Senate Bill 52, which passed the Senate last week regarding altering the master planning process going forward. The final bill under consideration would provide greater flexibilities for all universities in Colorado for the operation of their institutions. The Chancellor highlighted the new financial modeling and eight recommendations from the financial modeling committee regarding approaches to finding additional sources of outside revenue for the University.

The Chancellor then discussed a Statewide poll that was conducted in February by the Denver Metro Chamber of Commerce regarding higher education and Statewide funding issues, negative voter feelings about tax increases, how voters are feeling about the direction of the State in general, and how those feelings relate to the System Strategic Plan and economic recovery. The study noted that in attitudes about higher education in the State, Colorado School of Mines is most highly considered throughout the State. Per the study, a narrow majority of the State wants more funding for higher education, and most citizens think students and their families should pay for higher education, not the State. Most Coloradoans think the State is just about average. Quality of higher education is seen as a positive. Tuition expense and liberal political agenda are seen as negatives among those surveyed. Positives outweighed the negatives. About half of those polled feel the University is not being adequately funded. Compared to polling done in 2004, most people's ideas about increased funding have not moved. Eighty percent of the State feels that more undergraduate degrees will help attract and retain new jobs in the State as more employers will move to this State. Most feel that we need to spend more on colleges versus

Medicaid and healthcare. Overall, there is not enough support for increasing taxes at this point. There was a discussion about how to change that mindset, and Governor Elliman spoke of a coalition being formed to educate and change attitudes regarding the use of tax revenues as it relates to higher education and other public needs.

The Chancellor then moved on to updates on the completion of the first year of the Strategic Plan, which finds the institution on target on the goals.

### **PRESIDENTIAL REPORTS**

***CSU-Pueblo:*** Interim President of CSU-Pueblo, Julio Leon, gave his campus report on CSU-Pueblo and the progress made on the duties outlined for him when he began his service as the Interim President. The first project was to emphasize a sense of pride in the academic accomplishments and the quality of the institution. The second major project completed is the institution of the honors program, for which Dr. Leon personally recruited 23 outstanding high school seniors. Another important milestone has been the implementation of the budget cycle initiated by President Tony Frank, which increases input of faculty and inclusion and transparency through budget summits. Finally, Dr. Leon shared that he has been a strong and active participant in community affairs by attending most events to which he has been invited. He reported on his involvement in the County Economic Development Plan, in which he was able to have CSU-Pueblo included as an economic entity in the county. Also, plans for developing a doctorate in nursing practitioner should be underway and going forward in the next year. Dr. Leon commended Dr. McGettigan who scheduled and pulled together the budget summit meetings and expressed appreciation to Interim Vice-President Mike Farley and his staff for assisting with the budget summits. He also thanked Pueblo's Colorado state legislators for their assistance with passage of the legislation to go forward with the nursing practitioner doctorate program. He concluded his report by thanking all who attended the new library dedication.

Dr. Leon requested the Board's approval for the Pueblo School of Arts and Sciences charter high school to become independent from CSU-Pueblo. Such a motion was made as such by Governor Don Elliman, seconded by Governor Dorothy Horrell and unanimously approved.

***CSU-Fort Collins:*** President Tony Frank gave his report from the CSU-Fort Collins campus. He explained that his perspective would be slightly different from the typical focus of budget cuts that have dominated the past 2.5 years, and instead highlight the progress that has been made on the engagement side during this time of economic downturn, and the campus culture or climate. He pointed out that many of the university's programs are ranked in the top 50 of the U.S. News and World Report's annual college ranking. Colorado State University is ranked fifth in the nation in terms of their environmental research and is climbing in the rankings of those institutions for per faculty research funding. He highlighted a table regarding invention disclosures of infectious disease, cancer research and clean and renewable energy, which is highly competitive on a national level. Dr. Jeffrey McCubbin has been hired as the new Dean of the College of Applied Human Sciences, replacing former Dean April Mason. CSU-Fort Collins has had great success in the President's Leadership Scholars Program in attracting Boettcher scholars to the campus.



In terms of engagement, Colorado State University was involved in developing the Peace Corps original concept paper and is heavily involved with the Colorado State Forest Service, with that Service reporting directly to Colorado State University. Kathay Rennels, CSU Director of Economic Development, has been on loan with the Colorado Office of Economic Development and International Trade. President Frank mentioned the high level of volunteer participation from the University through CSUnity.

CSU-Fort Collins has re-established the President's Multicultural Student Advisory Council which helps with making the university a more inclusive place and assists with recruiting. President Frank also mentioned the positive direction of the Campus Climate Survey.

Relative to finances, President Frank noted that the budget is posted on the President's website, and that it is based on flat enrollment figures. He called upon Brett Anderson, Vice President for Advancement, to discuss the current fundraising campaign which began in July of 2005. Since its inception, 11,000 scholarships have been provided through private giving in the amount of \$50 million, 399 brand-new scholarships, with over 500 participants in the Planned Giving Society and 46 members donating at the million-dollar or more level, 37 new facilities at CSU were either fully or partially funded by private funds, 80,000 donors to the campaign, 50 percent of which were new donors. Overall, the \$500 million campaign is at \$411 million with Foundation invested assets of \$300 million, and the Annual campaign sitting at \$71 million.

National statistics have CSU in the top three ranked for their campaign activity with the possibility that this could be the biggest fundraising year in institution history, leading to more private than State funding of the institution.

Legacy Leaders is assisting in boosting estate planning. The downside to the fundraising story is the low (mid-7 percent) alumni giving, which is an area that needs work.

President Frank then asked Amy Parsons, Vice President for University Operations, to share some of the progress in developing strategic partnerships to generate other sources of revenue for the University. She described a new partnership with Office Max under which not only does the University get the best pricing for their most-used products, but Office Max also has agreed to provide paid internships to students, preferred pricing to friends and alumni, and a rebate system which puts money back into the Alumni Association, among other things. The next company potential strategic partnership is with a beverage company, with Coke and Pepsi competing for the University's business. There being no further questions for President Frank, he concluded his report.

**CSU-Global:** Chairman McConathy called upon President Becky Takeda-Tinker to present her report on CSU-Global Campus. President Takeda-Tinker reported on progress in the Strategic Plan, noting that retention and enrollment figures were good or exceeded goals and Global will close this fiscal year with about \$5 million in net income. 24.5% of the student population of Global is from underserved populations and she highlighted the strategic initiative with the community colleges to encourage their graduates to come to Global for their four-year degree

after completion of the community college program. President Takeda-Tinker commented that collaboration with sister campuses is much different and improved from over a year ago. She reported on the first commencement ceremony for Global on April 16, 2011. President Takeda-Tinker thanked all Board of Governors members who attended and thanked the Board of Governors for their support during the Higher Learning Commission (HLC) accreditation process, the last step of which was appearing before the HLC Board in January. Becky also announced the new official colors and mascot of Global - burgundy and gold and the Golden Eagle.

### **ACTION ITEMS**

Mike Nosler, the System General Counsel, then asked for motions and voting on the action items from the committees, the first being the non-discrimination policy which was moved by Governor Horrell, seconded by Governor Haselden and unanimously approved. Next was the approval of the student code of conduct from the Academic Affairs Committee which was moved, seconded and unanimously approved. Next was the posthumous conferment of a degree in December of 2011 which was moved by Governor Horrell, seconded and unanimously approved. The next matter was approval of the new Masters of Agricultural Extension program, moved by Governor Horrell, seconded by Governor Haselden and unanimously approved. Then requested was approval of the Masters of Science and Conservation Leadership in the College of Natural Resources which was moved by Governor Haselden, seconded by Governor Horrell and unanimously approved. The next new degree program proposed was the Ph.D. in Social Work, moved by Governor Horrell, seconded by Governor Elliman and unanimously approved.

The retention of the current of permanent and meter parking fees was the next item recommended for Board approval, moved by Governor Zimlich, seconded by Governor Elliman and unanimously approved. The Real Estate Committee's acquisition and renovation of the Washington Elementary School was moved by Governor Elliman, seconded by Governor Horrell and unanimously approved. The next item from the Finance Committee was the recommendation that the FY2012-2013 capital construction prioritization list for CSU-Fort Collins and CSU-Pueblo be approved. It was moved by Governor Zimlich and seconded by Governor Horrell. After a brief discussion, it was unanimously approved. The matter of the Pueblo Charter School having already been voted upon, the final item was presented by President Frank, which was a request to sign letters of thanks to Dr. Apt, who is retiring after over 40 years of University service. This resolution was moved by Governor Horrell, seconded by Governor Haselden and unanimously approved.

### **COMMITTEE REPORTS**

*Evaluation Committee:* Governor Mary Lou Makepeace gave a presentation on the Evaluation Committee in which she reported that the new appointees were met with individually as a first step in this year's evaluation process.

*Academic Affairs Committee:* Governor Dorothy Horrell, having no further action items for the Board of Governors, stated the next meeting of the Academic Affairs Committee is scheduled for June 9th.

***Finance Committee:*** Governor Joe Zimlich had nothing further to report.

***Real Estate/Facilities Committee:*** Governor Haselden had no additional items.

There being no further business, the Chair adjourned the meeting at 1:42 p.m.

## Executive Summary of Faculty/AP Manual Changes – June 2011

1. New language is added to the Preface to provide detail regarding shared governance and academic freedom.
2. The changes to Section C.2.4.2 allow departments to extend voting rights to adjunct faculty members.
3. The change to Section E.2 and the addition of new Section E.11 create senior teaching appointments as a new type of faculty appointment for long-term adjuncts and creates procedures for granting these appointments.
4. The change to Section F.3.2.1 provides an advance of sick leave to cover the elimination period for short-term disability, which enhances maternity leave.
5. The changes to Sections G.1 and G.4 increase the study privilege for CSU employees and the tuition scholarship for their dependents.
6. The change to Section I creates a policy for the use of an honor pledge by course instructors.
7. The remaining Manual changes are of the “housekeeping” variety.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Preface

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Preface.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Preface, are proposed because the additional language makes it clear that members of the Colorado State University community – faculty, staff, students, the administration, and the Board – strongly support the foundational principles of academic freedom and shared governance. This new wording is a statement of our shared institutional values.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
REVISIONS AND ADDITIONS - 2010-11

**PREFACE**

The *Academic Faculty and Administrative Professional Manual* (hereinafter referred to as “*Manual*”) contains policies and procedures that apply to academic faculty members and administrative professionals employed at Colorado State University. ***It is the document that formally captures the shared understanding of the cooperative compact among the Board of Governors of the Colorado State University System (hereinafter referred to as “the Board”)\*, the University administration, the academic faculty, and the administrative professionals that is used to effectively manage our institution.***

***As an academic community, Colorado State University embraces certain foundational principles that guide our behaviors. Foremost among these is academic freedom, a longstanding cornerstone of public higher education in our country. As part of academic freedom, members of the academic faculty shall have the right to present all relevant scholarly opinions and conclusions, both in and outside the classroom; to explore all avenues of scholarship, research, and creative expression; to reach conclusions according to one’s scholarly discernment; and to publish the results of these investigations, subject to the professional standards of the discipline. As a member of a university community dedicated to the exchange and discussion of all ideas, a member of the academic faculty shall also have the freedom to speak to any matter of social, political, economic, or other interest to the larger community outside of the university, provided that he or she states clearly that he or she is presenting personal opinions and not speaking on behalf of the institution.***

***Another foundational principle of our academic community is shared governance. In its most generic sense, this principle speaks to an atmosphere of openness and inclusion that welcomes the views of students, faculty, administration, and employees of all classifications into the discourse of the university, including hiring decisions. Shared governance recognizes the authority of the Board, the leadership role of administration, the special relationship of the academic faculty to a university, the importance of all employees, and the centrality of the students. Shared governance expresses itself in a variety of ways, including: the central role of the professional judgment of the faculty in the hiring, tenure, and promotion of tenure-track faculty; the central role of the faculty in curricular proposals and development; the right of the Faculty Council and the Administrative Professional Council to bring forward issues to the administration and the Board; the membership of faculty and students on the Board; and the formal role that the Faculty Council and the Administrative Professional Council play in recommending amendments to this Manual to the Board. An additional aspect of shared governance acknowledges the right of an academic faculty member to comment on, criticize, or challenge any matter of institutional policy***

*or action, whether or not he or she is an official representative of organized institutional governance.*

*Academic faculty also have the responsibility to conduct themselves in a civil and professional manner. In recognition of this responsibility, this Manual contains policies and procedures regarding the discipline of faculty members, including revocation of tenure and termination of appointment, for behavior that represents a serious violation of ethics and/or University policy (see Section E.15).*

*For these reasons, this Manual is an important component of our institutional structure.* Please become familiar with the policies of the ~~institution of which you are a part~~ **University**, and keep this *Manual* conveniently available for reference. The policies and procedures contained in this *Manual* may be amended at any time, consistent with the procedures described ~~in the~~ *within this Manual*. Academic faculty members and administrative professionals are advised to consult the Faculty Council website (<http://www.facultycouncil.colostate.edu>) for the most current version of the *Manual* approved by the Board. ~~of Governors of the Colorado State University System (hereinafter referred to as "the Board").~~\* If you believe that the policies and procedures outlined in this *Manual* are not being followed, you should notify the Faculty Council Office. If you are an administrative professional, you should also notify the Chair of the Administrative Professional Council.

*As part of the governance structure of the University,* ~~t~~The Board has delegated certain personnel powers to the President, and the President has further delegated certain of these personnel powers to other officers of the University (see Section B.1.4). All references in ~~the~~ *this Manual* to the authority of the Board and/or the President shall be deemed to include such delegations. However, the Board; may, from time to time, elect to exercise any personnel power delegated to the President (and which may have been further delegated to ~~the Provost and vice presidents~~ *other officers of the University.*)

~~The current Faculty Council website address is:~~  
<http://www.facultycouncil.colostate.edu>

Unless a proposed change or addition to ~~the~~ *this Manual* is necessitated by action of the Board or the Colorado General Assembly, it must be approved by the Faculty Council prior to submission to the Board in accordance with the procedure in Section C.2.2.e of ~~the~~ *this Manual*. Proposed changes or additions to ~~the~~ *Manual* sections that apply to administrative professionals ~~must shall be reviewed by~~ *submitted to the Chair of the Administrative Professional Council for the purpose of giving the Administrative Professional Council a chance for review and feedback* prior to action by Faculty Council.

Board of Governors of the  
Colorado State University System  
Meeting Date –June 20, 2011  
Consent Item

All **financial** commitments and **financial** obligations of Colorado State University and the Board contained in this *Manual* are contingent upon the availability of Sstate funds and are subject to Article XI, Sections 1 and 3 of the Constitution of the State of Colorado. Thus, commitment of employment beyond the current fiscal year is contingent upon sufficient appropriations of funds from the **State Legislature**. Such commitment without that contingency would be an unconstitutional pledge against the credit of the **S**state made without spending authorization of the Colorado General Assembly. See Section E.16 of ~~the~~ **this Manual** for the policy regarding Financial Exigency.

Offices of the Provost and Faculty Council  
Colorado State University  
June 20101

\*Effective August 8, 2002, the State Board of Agriculture name was changed to the Board of Governors of the Colorado State University System. All references to the State Board of Agriculture found in ~~the~~ **this Manual** shall be deemed to refer to the Board of Governors of the Colorado State University System (referred to as "the Board").



Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section B.2.6 – University Centers, Institutes, and Other  
Special Units

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section B.2.6 – University Centers, Institutes, and Other Special Units.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section B.2.6 - University Centers, Institutes, and Other Special Units, are requested to acknowledge the creation of Special Academic Units to allow units other than departments, colleges, or the Office of the Provost to offer courses and/or house programs of study.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
REVISIONS AND ADDITIONS - 2010-11

## **B.2.6 University Centers, Institutes, and Other Special Units**

Centers, Institutes, and Other Special Units (hereinafter referred to as "CIOSUs") exist to promote teaching or research, provide academic support services, *and/or* perform service or outreach functions consistent with the mission of the University. The enhancement of undergraduate and graduate education is an important function of CIOSUs. However, CIOSUs **normally do not offer courses for credit, do not admit students, and** do not have faculty positions that exist outside regular academic departments.

### **B.2.6.1 Definitions**

*no change*

### **~~B.2.6.2 Courses for Credit~~**

~~The CIOSUs normally do not offer courses for credit. Exceptions are CIOSUs that administer or coordinate University Interdisciplinary Studies Programs (hereinafter referred to as "ISPs") that have been submitted and approved through regular curricular channels as prescribed in the *Curriculum Handbook*. The CIOSUs that administer such ISPs may offer courses for credit that are cross-listed with regular academic departments or colleges. These courses must be approved through the regular curricular channels of the departments, colleges and university.~~

~~The CIOSUs that administer or coordinate ISPs may offer courses for credit that are not cross-listed with regular academic departments only if such courses are interdisciplinary courses that are appropriate to the relevant ISP, but cannot be identified with a unique regular academic department. Interdisciplinary courses appropriate to an ISP that cannot be identified with a unique regular academic department, but can be identified with a unique college, must be submitted and approved through that college's regular curricular channels. Interdisciplinary courses appropriate to an ISP that cannot be identified with a unique college shall be forwarded directly to the Office of the Provost for approval. In all of the above cases, courses must be submitted to and approved by the University Curriculum Committee.~~

**B.2.6.32 Procedures for Approval of CIOSUs**

*no change*

**B.2.6.43 CIOSU Oversight**

*no change*

**B.2.6.54 Guidelines for Preparing Proposals for CIOSU Establishment**

*no change*

**B.2.6.65 Procedures for Periodic Evaluation of CIOSUs**

*no change*

**B.2.6.76 Scheduling Periodic Evaluations**

*no change*

***B.2.6.7 Courses and Programs of Study***

*A CIOSU may have a role in courses and/or programs of study (undergraduate majors and minors and graduate degrees and interdisciplinary studies programs) offered by departments, colleges, and/or the Office of the Provost. However, if a CIOSU wants to offer courses and/or house programs of study itself, then it must apply to become a Special Academic Unit as described in Section C.2.8.*

**B.2.6.8 Non-Profit Corporations**

*no change*

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: University Code, Section C.2.1.3 – Membership on the Faculty  
Council

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.1.3 – Membership on the Faculty Council.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, University Code, Section C.2.1.3 – Membership on the Faculty Council have been added to the Manual to clarify that the officers of Faculty Council should meet the eligibility requirements for elected membership to Faculty Council, and that neither the secretary nor the parliamentarian of Faculty Council should have a conflict of interest by being an elected member of Faculty Council.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
REVISIONS AND ADDITIONS - 2010-11

**C.2.1.3 Membership on the Faculty Council**

The Faculty Council shall consist of members elected from academic departments, the Libraries, and the colleges, the Chairperson of the Faculty Council, the Vice Chairperson of Faculty Council, the Faculty Council representative to the Board, and *ex officio* members.

*C.2.1.3.1 Elected Members*

Each academic department and the Libraries shall elect one (1) representative. An additional number of representatives, equal approximately to one-third (1/3) of the number of representatives elected from the departments and the Libraries, shall be elected at large by and from the colleges and the Libraries as required to achieve, as nearly as practical, membership proportional to the number of regular, regular part-time, and transitional academic faculty members in the colleges and Libraries.

All faculty representatives to the Faculty Council shall hold regular full-time, regular part-time, or transitional appointments and shall not hold an administrative appointment of more than half-time (0.5) at the level of assistant/associate dean or above. A faculty representative to the Faculty Council who becomes ineligible shall cease to hold this position.

*C.2.1.3.2 Ex Officio Members*

Persons who are not members of Faculty Council but are chairpersons of its standing committees shall be *ex officio* voting members of Faculty Council. Persons who are not members of Faculty Council, but are chairpersons of its advisory committees, shall be *ex officio* non-voting members of Faculty Council.

The immediate past Chairperson of Faculty Council shall be an *ex officio* non-voting member of the Faculty Council for one (1) year immediately following the expiration of his or her term as Chairperson of the Faculty Council.

The President of the University, the Provost, the Vice Presidents, the Vice Provosts, the Deans of the Colleges and the Libraries, and the Chair of the Administrative Professional Council shall be seated on the Faculty Council as *ex officio* non-voting members.

*C.2.1.3.3 Officers*

*a. Chairperson*

The Chairperson of the Faculty Council shall be elected ~~from the academic faculty who are current or former members of the Faculty Council~~ at the regularly scheduled March meeting. *Each candidate for election to Chairperson shall be a current or former elected member of the Faculty Council and shall meet the eligibility requirements for elected membership on Faculty Council. A Chairperson who ceases to meet the eligibility requirements for elected membership on Faculty Council shall cease to be Chairperson.* The Chairperson shall serve a one (1) year term beginning in July and shall relinquish representation of a department or college (if serving in that capacity) to become a representative and member of the Council. The Chairperson shall be eligible to serve three (3) consecutive years, and then would be ineligible to serve as Chairperson or Vice Chairperson of Faculty Council for three (3) subsequent years. The Chairperson shall preside at meetings of the Faculty Council, serve as Chairperson of the Executive Committee and as Faculty Council representative to the Colorado Faculty Advisory Committee, and discharge the usual duties of the office. In the event that the elected Chairperson is unable to complete his or her term of office, new elections will commence at the next Faculty Council meeting, or as soon as possible thereafter, to fill the unexpired term according to the procedures outlined in Section C.2.1.3.3.d.

*b. Vice Chairperson*

The Vice Chairperson of the Faculty Council shall be elected ~~from the academic faculty who are current or former members of the Faculty Council~~ at the regularly scheduled March meeting. *Each candidate for election to Vice Chairperson shall be a current or former elected member of the Faculty Council and shall meet the eligibility requirements for elected membership on Faculty Council. A Vice Chairperson who ceases to meet the eligibility requirements for elected membership on Faculty Council shall cease to be Vice Chairperson.* The Vice Chairperson shall serve a one (1) year term beginning in July and shall relinquish representation of a department or college (if serving in that capacity) to become a representative and member of the Faculty Council. The Vice Chairperson shall be eligible to serve additional terms. In the absence of or at the request of the Chairperson, the Vice Chairperson shall assume the duties of the Chairperson. In the event that the elected Vice Chairperson is unable to complete his or her term of office, new elections will commence at the next Faculty Council meeting, or as soon as possible thereafter, to fill the unexpired term according to the procedures outlined in Section C.2.1.3.3.d.

*c. Faculty Council Representative to the Board*

The Faculty Council shall elect an academic faculty member ~~holding the rank of associate professor or professor and who is a current or former member of the Faculty Council~~ to serve as a non-voting member of the Board and as an officer of the

Faculty Council. The election *for this Faculty Council Representative to the Board* shall occur at the regularly scheduled March meeting. *Each candidate for election to this Faculty Representative position shall be a current or former elected member of the Faculty Council, shall be an associate professor or professor, and shall meet the eligibility requirements for elected membership on Faculty Council. A Faculty Representative who ceases to meet the eligibility requirements for elected membership on Faculty Council or who ceases to be an associate professor or professor shall cease to be the Faculty Representative.* The ~~F~~Faculty ~~R~~Representative shall serve a one (1) year term beginning in July and shall relinquish representation of a department or college to become a representative and member of the Faculty Council. No person shall serve more than two (2) terms *as Faculty Representative during his or her lifetime*. In the event the elected ~~Faculty R~~Representative is unable to complete his or her term of office, new elections will commence at the next Faculty Council meeting, or as soon as possible thereafter, to fill the unexpired term according to the procedures outlined in Section C.2.1.3.3.d.

*d. Voting Procedures*

The Committee on Faculty Governance ~~will~~ *shall* present one (1) or more nominees, and *additional* nominations may be made from the floor. Voting will be by written ballot unless otherwise specified. If only one (1) candidate is nominated, voting can be by voice vote. The candidate receiving a majority of votes cast ~~will~~ *shall* be elected. In the event that no candidate receives a majority, a second (2nd) ballot will consist of two (2) candidates receiving the highest number of votes. On the second ballot, the candidate receiving the highest number of votes ~~will~~ *shall* be elected.

*C.2.1.3.4 Appointed Positions*

These positions shall be non-voting, *and the persons serving in them shall not be elected members of the Faculty Council unless the individual appointed is also an elected member as outlined in Section C.2.1.3.1.*

*a. Secretary*

The secretary of the Faculty Council shall be appointed by the Chairperson, subject to confirmation by the Faculty Council at the first meeting each Fall semester. The secretary shall perform the usual duties of the office.

*b. Parliamentarian*

The parliamentarian of the Faculty Council shall be appointed by the Chairperson, subject to confirmation by the Faculty Council at the first meeting each Fall semester. The parliamentarian shall perform the usual duties of the office.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.2 – Procedures for Programmatic and Organizational Change

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.2 – Procedures for Programmatic and Organizational Change.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, University Code, Section C.2.2 – Procedures for Programmatic and Organizational Change are necessary because of the creation of the new category of “Special Academic Units” in University Code, Section C.2.8.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~over scored~~



ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
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**C.2.2 Procedures for Programmatic and Organizational Change**

The creation of new programs *of study (undergraduate majors and minors and graduate degrees and interdisciplinary studies programs)*, departments, ~~and~~ colleges, *and Special Academic Units*; the change of college *or academic unit* affiliation of programs *of study* and departments; and the change of academic name, dissolution, division, or merger of existing programs *of study*, departments, ~~and~~ colleges, *and Special Academic Units* shall follow the following procedures:

- a. ~~Any faculty member, department, college, Faculty Council standing committee, or other University related unit may initiate a programmatic or organizational change.~~ *A proposal to make a programmatic or organizational change may be initiated by any faculty member or University unit.*
- b. Proposed changes shall be considered by the appropriate ~~department(s) and college(s)~~ *departments, colleges, and Special Academic Units* with student input.
- c. Following recommendations by the appropriate ~~department(s) and college(s)~~ *departments, colleges, and Special Academic Units*, and recommendations by the Committee on Scholarship, Research and Graduate Education, if appropriate, proposed changes shall be considered by the University Curriculum Committee.
- d. Following recommendations by the University Curriculum Committee, and concurrence by the Faculty Governance Committee and the Committee on Strategic and Financial Planning, if appropriate, proposed changes shall be reported by the Executive Committee to the Faculty Council for consideration.
- e. Following approval by Faculty Council, proposed changes *that require action by the Board* shall be reported through the Provost and the President to the Board.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-2011 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.3.1 – Colleges and Academic Departments – Name Change Department of Forest, Rangeland, and Watershed Stewardship in the College of Natural Resources.

RECOMMENDED ACTION

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.3.1 – Colleges and Academic Departments.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revision for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual has been adopted by the Colorado State University Faculty Council. A brief explanation for the revision follows:

The revision to the Academic Faculty and Administrative Professional Manual, University Code, Section C.2.3.1 – Colleges and Academic Departments is proposed to change the name of the Department of Forest and Rangeland Stewardship. The name change reflects the future mission and structure of the department, and will more succinctly communicate these to our clients. The term “Watershed” is being removed from the name since the Watershed Science BS and MS degrees are being moved to the new Department of Ecosystem Science and Sustainability (DESS). This is the result of reorganization where four (4) of five (5) watershed focused faculty have moved their appointments to the newly formed DESS.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overscored~~

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C.2.3.1 Colleges and Academic Departments

f. College of Natural Resources

Comprising the Departments of Ecosystem Science and Sustainability; Fish, Wildlife, and Conservation Biology; Forest, *and* Rangeland, ~~and Watershed~~ Stewardship; Geosciences; and Human Dimensions of Natural Resources.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual Revisions:  
University Code, Section C.2.4.2 – Departmental Organization

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.4.2 – Departmental Organization.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, University Code, Section C.2.4.2 – Departmental Organization are necessary because these changes acknowledge the full voting rights of faculty members with regular full-time, regular part-time, and transitional appointments, and leave it up to department codes to specify the voting rights of faculty members with other faculty appointment types.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**C.2.4.2 Departmental Organization**

Each academic department shall operate under a departmental code. The departmental code shall be consistent with the provisions of the University Code relating to departmental matters, and the University Code shall take precedence in all instances. A departmental code shall be prepared by a committee composed of the department head and the faculty members of the department who are eligible to vote on the code, or a subcommittee thereof, if so voted by these eligible faculty members. The faculty members eligible to vote on the code are those who satisfy all of the following qualifications:

- a. Currently a faculty member with a regular full-time, regular part-time, or transitional appointment *or any other faculty appointment type that the department code specifies to be eligible.*
- b. In residence at the University or on sabbatical leave.
- c. Administratively responsible to the head of the department in question.

Each faculty member with an interdepartmental appointment shall be considered a member of the department contracting for the greater percentage of his or her time. In the case of a faculty member having equal time in two (2) or more departments, that faculty member must decide in which department he or she wants representation. The status of such a faculty member shall remain unchanged unless changes in his or her academic appointment require a change in departmental representation.

After the departmental code has been approved by a two-thirds (2/3) majority of the faculty members of the department eligible to vote, a copy shall be provided to the dean of the college and the Provost and, upon acceptance (as specified in Section C.2.4.3), the department shall begin to operate in accordance with the procedures of its code.

After amendments to a departmental code have been approved by the department, a copy of the amended code shall be provided to the dean of the college and the Provost, and, upon acceptance (as specified in Section C.2.4.3) of the amendments, the department shall begin to operate in accordance with its amended code.

Copies of the current departmental code shall be provided to each faculty member of the department concerned.

*C.2.4.2.1 Departmental Codes*

The departmental code shall provide for the following:

- a. Designation of the title of its administrative officer.
- b. Any administrative organization within the department if desired.<sup>3</sup>
- c. Statement of the departmental mission.
- d. Procedures relating to the review of candidates for new or vacated faculty member positions.
- e. Procedures relating to the review of recommendations for faculty members for acquiring tenure, for promotion in rank, and for reappointment.
- f. Procedures for appointing academic faculty members to graduate student advisory committees.
- g. Procedures for conducting annual and periodic comprehensive reviews of the performance of departmental faculty members as prescribed in Section E.14.
- h. Procedures relating to self evaluation of departmental operations.
- i. Procedures by which students may appeal academic decisions of their instructors. These procedures shall comply with the guidelines approved by Faculty Council (see Section I.7.1).
- j. A minimum of one (1) departmental faculty member meeting each semester of the academic year, with written notice given in advance by the department head.

- k. A periodic review of the departmental code as specified in Section C.2.4.2.2.e.
- l. Procedures for amending the code. These procedures shall require approval of a two-thirds (2/3) majority of the eligible faculty members of the department (as defined in Sections C.2.4.2) to amend the department code.
- m. A clear specification of the voting rights of all members of the department who ***do not hold regular tenure-track are not faculty members with regular full-time, regular part-time, or transitional*** appointments.

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<sup>3</sup> Throughout the University Code the term department head is used and is meant to include department chairs and/or head of academic departments and the directors of schools.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual Revisions: Section D.3.6- Responsibilities for Ensuring Nondiscrimination Practices

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section D.3.6 – Responsibilities for Ensuring Nondiscrimination Practices.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section D.3.6 – Responsibilities for Ensuring Nondiscrimination Practices, are proposed to bring Colorado State University's nondiscrimination list into compliance with federal regulations and the requirements of federal granting agencies.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~



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**D.3.6 Responsibilities for Ensuring Nondiscrimination Practices**

Any academic faculty member or administrative professional who encounters acts of discrimination because of race, *age*, color, religion, national origin *or ancestry*, *sex*, gender, *disability*, *veteran status*, *genetic information*, sexual orientation, or ~~handicap~~ *gender identity or expression*, either on or off campus, is urged to report such incident to the University by completing a simple form available for that purpose from the Office of Equal Opportunity ~~and Diversity~~ (OEOD).

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual Revisions: Section D.5.1- Policy: Nondiscrimination and Affirmative Action

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section D.5.1 – Policy: Nondiscrimination and Affirmative Action.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section D.5.1 – Policy: Nondiscrimination and Affirmative Action, are proposed to bring Colorado State University's nondiscrimination and affirmative action statement into compliance with federal regulations and the requirements of federal granting agencies.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~over scored~~

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**D.5.1 Policy: Nondiscrimination and Affirmative Action**

Colorado State University does not discriminate on the basis of race, age, color, religion, ~~gender~~, national origin *or ancestry*, *sex*, *gender*, *disability*, *veteran status*, *genetic information*, sexual orientation, ~~veteran status or disability or gender identity or expression~~. The University complies with the Civil Rights Act of 1964, related Executive Orders 11246 and 11375, Title IX of the Educational Amendments Act of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, Section 402 of the Vietnam Era ~~Veteran's Veterans'~~ *Readjustment Assistance Act of 1974, as amended*, the Age Discrimination ~~of in~~ *Employment Act of 1967, as amended, the Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, the ADA Amendments Act of 2008, the Genetic Information Nondiscrimination Act of 2008*, and all civil rights laws of the State of Colorado. Accordingly, equal opportunity ~~for~~ *of* employment and admission shall be extended to all persons and the University shall promote equal opportunity and treatment *in employment* through a positive and continuing affirmative action program *for ethnic minorities, women, persons with disabilities, and veterans*. ~~In order to assist Colorado State University in meeting its affirmative action responsibilities, ethnic minorities, women, and other protected class members are encouraged to apply and to so identify themselves. The Office of Equal Opportunity is located in 101 Student Services.~~<sup>1</sup>

~~The University's affirmative action program is administered by the OEOD. Questions regarding the affirmative action program should be addressed to the OEOD Director.~~

~~In accordance with the University's Affirmative Action Policy, open position announcements are carried routinely in *Comment*, the official publication of the University, which is published weekly during the academic year and monthly in June and July. Material for the "Open Positions" section should be sent to the Office of Equal Opportunity. Materials must be received by that office no later than 5:00 p.m. on Tuesday prior to the week of intended publication.~~

Board of Governors of the  
Colorado State University System  
Meeting Date –June 20, 2011  
Consent Item

<sup>1</sup> This entire paragraph is required on most University publications.  
A short form may be used on published materials which are of a more  
ephemeral character.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section D.7.6.2 - Consulting

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section D.7.6.2 - Consulting.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section D.7.6.2 - Consulting - are requested because this change acknowledges the fact that conflicts of interest and conflicts of commitment may be acceptable if they are properly managed.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**D.7.6.2 Consulting**

Consulting is the provision of professional advice or service to external constituents with or without remuneration. The opportunity for faculty members and administrative professionals to accept occasional professional consulting engagements is a traditional privilege. Such activities are desirable and constitute legitimate means to promote professional development, thereby enriching the individual's contributions to the institution, to the profession, and to society. Consulting activities provide one means to facilitate the flow of information and development of technologies. Traditionally, the University has allowed full-time faculty members and administrative professionals to engage in consulting during their appointment period.

Employees normally shall not engage in compensated consulting activities for individuals or organizations that compete with the activities of the University (see Section D.7.7.5). In exceptional cases, however, those employees may obtain prior written approval from their deans and directors.

A University employee who wishes to engage in consulting for pay during his or her appointment period must make a full written disclosure (excepting the amount of compensation) to his or her immediate supervisor, *in advance of the planned activity*. In situations requiring immediate absence, the employee must notify his or her immediate supervisor as soon as reasonably possible followed by full written disclosure upon return to the University. However, in all instances involving a conflict of interest, prior written notification must be given (see Section D.7.7 Conflict of Interest). The employee also must provide satisfactory assurances that such activity will not interfere with employment obligations to the University, result in a **possible an unmanageable** conflict of interest (see Section D.7.7) or conflict of commitment (see Section D.7.6.1), nor exploit improperly the responsibilities and work or ideas of students, staff, and collaborators. The immediate supervisor shall inform the dean (or next level of review) of all disclosures.

In consulting, it must be kept clear that the faculty member or administrative professional is acting as an individual and is not representing the University or acting as its agent. Furthermore, no agreement shall provide an external organization with the opportunity to use the name of the University for commercial advantage.

A University employee who accepts a consulting assignment from a non-University person or entity shall not use University resources (see Section J.2 for a definition of University resources) without prior written approval of his or her immediate supervisor and appropriate reimbursement for use of such resources.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section D.7.7 – Conflict of Interest

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section D.7.7 – Conflict of Interest.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section D.7.7 – Conflict of Interest - are requested because these changes acknowledges the fact that conflicts of interest may be acceptable if they are properly managed.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~



ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
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**D.7.7 Conflict of Interest**

**D.7.7.1 Policy**

Public employment and appointment is a public trust, and any effort to realize personal gain through official conduct, other than as compensation set through established processes, or through disclosure of confidential information, is a violation of that trust. External obligations, financial interests, and activities of each University employee must be managed so that there is no ~~conflict or~~ interference with the employee's primary obligation and commitment to the University. The mere perception of conflict of interest can cause lasting injury to the reputation of the employee and the University, even when subsequent information shows those perceptions to be unfounded. Academic faculty members and administrative professionals must protect the public trust accorded them and are obligated to avoid even the appearance of conflicts of interest where possible. Conflicts of interest are not necessarily unwarranted, unethical, or illegal; nor are they always avoidable. Failure to disclose conflicts or potential conflicts, however, is unethical and may be illegal. This policy provides a means to ensure that both potential and actual conflicts of interest are managed so that responsibilities can be performed without compromise to the independence essential to scholarly life.

**D.7.7.2 State Statutes Concerning Fiduciary Duties and Ethical Conduct**

Public employees have a fiduciary duty to the people of the State as a trustee of property and are subject to the same liabilities that a private fiduciary would incur for abuse of his or her trust (C.R.S. 24-18-103). Public employees are prohibited from disclosure or use of confidential information acquired in the course of official duties for personal financial benefit or from acceptance of any substantial economic benefit as a reward or inducement for improper discharge of public duties (C.R.S. 24-18-104).

Public employees are guided by ethical principles of conduct related to conflicts of interest such that they (1) should not acquire or hold an interest, directly or indirectly, in any business or undertaking that may be economically benefited by action over which they have substantive authority and (2) should refrain, within six (6) months following departure from public employment, from such ~~conflicts of interest~~ **acquisitions** (C.R.S. 24-18-105).

**D.7.7.3 Disclosure of Conflicts of Interest When Substantial Discretionary Functions are Exercised - no change**

**D.7.7.4 General University Rules and Procedures for Disclosing Conflicts of Interest<sup>3</sup> -  
no change**

*D.7.7.4.1 Elements of Disclosure Statements - no change*

*D.7.7.4.2 Management Oversight*

Supervisors are responsible for understanding the university's policy on conflict of interest. They shall examine disclosures reported to them, request any additional information that they feel is necessary to evaluate the disclosures, and make one (1) of the following choices for each disclosure:

- a. The reported activity is permissible because it falls within the scope of professional conduct, it serves the interests of the institution, and it has been fully disclosed as required by law and to the satisfaction of the supervisor. The following are examples of such permissible activities:
  - i. Acceptance of publication royalties under the terms of the policy described in Section J and honoraria for commissioned publications and/or lectures.
  - ii. Services to professional, scientific, educational, artistic, cultural, civic, business, and other organizations that enhance the value of the employee to the University and do not adversely affect the employee's primary commitment to the University.
- b. A conflict of interest exists that can be ~~resolved or removed by~~ **managed through the** implementation of a written conflict of interest management plan. The plan may require that participation in related decision-making processes be transferred to another person without a conflict of interest or that other action be taken that is necessary to avoid detriment to the University resulting from ~~the~~ conflict of interest. *The person may, nonetheless,*

*participate in decision-making processes if such participation is deemed necessary by an administrator of the next level and if the person has complied with the voluntary disclosure procedures under C.R.S. 24-18-110 (see Section D.7.7.3).*

- c. A conflict of interest is involved that cannot be ~~resolved or removed~~ **managed** (see Section D.7.7.5.2), in which case, the University shall disapprove the activity.
- d. The supervisor could not make a determination, because the employee did not provide information that the supervisor requested and believes is necessary for the evaluation of the disclosure. In this case, the activity is not approved, but the supervisor at the next level shall attempt to achieve a resolution that allows one (1) of the previous three (3) options to be selected.

After due analysis of the reported activity, the supervisor shall make a recommendation for review by the Provost, in the case of individuals in academic units, or by the corresponding vice president, in the case of individuals in other units.

Primary responsibility for monitoring compliance with this Conflict of Interest policy is assigned to the Provost, with powers of delegation to deans and the other vice presidents ("senior administrators"). The Provost's office shall provide annual training sessions for all new senior administrators. These senior administrators are responsible for providing annual Conflict of Interest training for all employees with significant supervisory responsibility and for monitoring compliance by all on-campus and off-campus employees. The Director of Human Resource Services shall assure that all new employees receive copies of the Conflict of Interest ~~p~~**P**olicy and Disclosure ~~f~~**F**orm in order to facilitate completion of appropriate disclosures at the time of initial employment. Questions concerning the policy should be directed to the employee's immediate supervisor.

### **D.7.7.5 Examples of Apparent and Actual Conflicts of Interest**

#### *D.7.7.5.1 Apparent Conflicts of Interest*

The following are examples of apparent conflicts of interests. In many cases, the potential for conflict can be ~~removed~~ **managed** by prior disclosure and appropriate review.

- a. Certain types of outside employment or external professional activities involving assignments that have the potential to compromise the institutional position of the individual.
- b. Consulting relationships involving activities with the potential to compromise the institutional position of the individual.
- c. Relationships that might enable employees to influence for personal gain the University's interactions with companies and other kinds of organizations doing business with the institution.

#### *D.7.7.5.2 Actual Conflicts of Interest*

The following activities create conflicts of interest and must be disclosed and reviewed prior to being undertaken. The University shall disapprove the activity if a conflict of interest is involved that cannot be ~~resolved or removed~~ **managed**.

- a. Performing work for personal financial gain when the work in question falls within the regular assignment of the individual.
- b. Any outside relationships that conflict with the institutional teaching, research, and service responsibilities of the individual.
- c. Financial gain to the individual that results from involvement in institutional decisions.

- d. Financial interests in companies and other kinds of organizations doing business with the institution.
- e. Unauthorized disclosure of unpublished, privileged, or confidential information from a colleague or other University source for personal gain.
- f. Directly or indirectly selling, renting, trading, or leasing personal property to the University without full disclosure of the employee's interests.
- g. Assignment of students or other supervisees into activities from which only the employee intends to realize personal financial gain.
- h. Use of University resources that are not approved per Section D.7.6.2 for consulting arrangements for the purposed of personal financial gain.
- i. Consulting that imposes an obligation that conflicts with the University's policy on ownership of creative and scholarly works (see Section J.7.1) or with obligations to research sponsors (see Section J.7.3).

#### **D.7.7.6 Procedures for Instituting and Processing Conflict of Interest Charges**

Any person who wishes to institute a charge of conflict of interest against a University employee or other public servant of the University shall file a written complaint with the supervisor of the individual against whom the charge is made. The Complaint shall include the name of the individual so charged, a statement of the particulars pertaining to the charge, and the name of the person making the charge. Requests for confidentiality will be honored to the extent permitted by law. Retaliatory action against persons who make such charges is prohibited under law (C.R.S. 24-50.5-103).

The supervisor, in consultation with other appropriate administrators, shall determine if an investigation of the charge is warranted. If investigation is warranted, it will be conducted in accordance with procedures set forth in the *Manual* and with University guidelines and policies applicable to the employee. An academic faculty member or administrative professional who is under investigation shall be notified in writing of the nature of the

charge and shall be expected to cooperate in the investigation, disclosing the financial and other particulars of the situation to the person(s) conducting the investigation. Conduct representing willful violation of this policy ~~will~~ *may* result in appropriate disciplinary action by the University. Except where otherwise prohibited, employees will have the right to grieve under Section K of the *Manual*.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section E.2- Types of Academic Faculty Appointments and  
New Section E.3 – Retired Faculty

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.2 – Types of Academic Faculty Appointments and New Section E.3 – Retired Faculty.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section E.2 – Types of Academic Faculty Appointments and New Section E.3 – Retired Faculty, are requested to create senior teaching appointments as a new type of faculty appointment. This new appointment type is intended for non-tenure-track faculty who have provided long-term service to the University as teaching faculty. Also, a new Section E.3 is created regarding retired faculty. The Section on emeritus/emerita faculty is moved to this new section, since these persons are retired, rather than being on faculty appointments. Also, all rights and privileges available to emeritus/emerita faculty are already available to all retired faculty. Other additions state existing properties of the other types of faculty appointments.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
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## E.2 Types of Academic Faculty Appointments

### E.2.1 Basic Types of Academic Faculty Appointments

~~Six (6)~~ *Seven (7)* basic types of appointments are used for members of the academic faculty. They are regular full-time, regular part-time, multi-year research, *senior teaching*, special, temporary, and transitional *appointments*. Only individuals holding either regular full-time or regular part-time appointments at the time of consideration are eligible to acquire tenure. Full-time is defined as the academic year or a minimum of nine (9) months. See Section E.3 for details of other types of academic faculty appointments. The major characteristics of the various basic types of appointments are as follows.

#### E.2.1.1 Regular Full-Time Appointments

The usual type of academic appointment is regular full-time. The conditions which distinguish a regular full-time appointment are:

- a. Regular full-time appointments are limited to the ranks of assistant professor, associate professor, and professor.
- b. There is no specified ending date for a regular full-time appointment with tenure.
- c. An individual with a regular full-time appointment who serves satisfactorily for a specified period is eligible to acquire tenure (see Section E.10).
- d. *Faculty with regular full-time appointments have full voting rights at departmental and college faculty meetings and are eligible to serve on departmental and college committees.*



- de.** For this type of appointment, enrollment in a retirement program is mandatory. Holders of regular full-time appointments are eligible for other fringe benefits and privileges (see Section G and the *Academic Faculty and Administrative Professional Benefits and Privileges Handbook*), and for sabbatical leave (see Section F.3.4).

### **E.2.1.2 Regular Part-Time Appointments**

Regular part-time appointments may be made for any fraction of time less than one hundred (100) percent, but not less than fifty (50) percent of full-time.

- a. Regular part-time appointments are limited to the ranks of assistant professor, associate professor, and professor.
- b. There is no specified ending date for regular part-time appointments with tenure.
- c. Criteria, procedures, and regulations for promotion, tenure, and salary are subject to the rules governing regular full-time appointments. Responsibilities and salaries are scaled appropriately to the portion of time worked. A person holding a regular part-time appointment may be tenured only for half-time (0.5) service, although additional employment may be arranged each year between the faculty member and the department. The six (6) year time limit for acquisition of tenure applies to this type of appointment as well as to the regular full-time appointment (see Section E.10.4.c).
- d. *Faculty with regular part-time appointments have full voting rights at departmental and college faculty meetings and are eligible to serve on departmental and college committees.***
- de.** Enrollment in the retirement program is mandatory for holders of regular part-time appointments. Holders of regular part-time appointments are eligible for all fringe benefits and for sabbatical leaves.

### **E.2.1.3 Multi-Year Research Appointments**

Multi-year research appointments may be either full-time or part-time. Part-time is defined as less than full-time, but at least half-time (0.5). The distinguishing features of this type of appointments are as follows:

- a. The positions eligible for multi-year research appointments must be for research performed for the University. The unit or department must document that the multi-year research appointment or extension is necessary for the hiring or retaining of the academic faculty member.
- b. Faculty members on multi-year research appointments are not eligible for tenure (see Sections E.10.4.a and E.10.4.b). If a tenured faculty member changes positions to a multi-year research appointment, he or she must relinquish tenure and retire from the University. A tenured faculty member who wished to gain emeritus/emerita status, must apply prior to the time he or she relinquishes tenure and retires.
- c. These individuals are required to enroll in the retirement program and are eligible to participate in other benefits offered by the University as described in the *Academic Faculty and Administrative Professional Benefits and Privileges Handbook* and in Section F and G of the *Manual*. They are not eligible for sabbatical leave.

### **E.2.1.4 Senior Teaching Appointments**

***Senior teaching appointments may be either full-time or part-time. Part-time is defined as less than full-time, but at least half-time (0.5). The distinguishing features of this type of appointments are as follows:***

- a. ***The granting of a senior teaching appointment shall follow the procedures in Section E.11.***
- b. ***Senior teaching appointments are "at will" and are subject to termination by either party at any time (the process set forth in Section D.5.6 regarding the termination of "at will" appointments shall apply to senior teaching appointments).***

- c. There is no specified ending date for a senior teaching appointment.*
- d. Faculty members on senior teaching appointment are not eligible for tenure (see Section E.10.4).*
- e. Faculty members on senior teaching appointments shall have effort distributions with at least 50% of the effort being in the category of teaching and advising and at least 5% of the effort being in the category of service.*
- f. Faculty members on senior teaching appointments shall participate in annual reviews and the annual salary exercise in the same manner as faculty with regular full-time and regular part-time appointments.*
- g. Department and college codes shall specify the voting rights of faculty members with senior teaching appointments and their eligibility to participate on departmental and college committees. The standard expectation is that faculty members on senior teaching appointments shall be included fully, except with regard to personnel matters involving regular faculty members, including the department chair.*
- h. These individuals are required to enroll in the retirement program and are eligible to participate in other benefits offered by the University as described in the Academic Faculty and Administrative Professional Benefits and Privileges Handbook and in Section F and G of the Manual. They are not eligible for sabbatical leave.*

#### **E.2.41.5 Special Appointments**

Special appointments may be either full-time or part-time. Part-time is defined as any fraction less than one hundred (100) percent of full-time. The distinguishing features of this type of appointment are:

- a. Special appointments are "at will" and are subject to termination by either party at any time (the process set forth in Section D.5.6 regarding the termination of "at will"

appointments shall apply to special faculty appointments). Special appointments need not carry specified ending dates, but an ending date indicating the point in the future when the funding and/or appointment is expected to terminate should be included when known. The inclusion of a specified ending date on an appointment form or other such documentation is for administrative convenience only and does not create a minimum or fixed duration of appointment.

- b. Faculty members on special appointment are not eligible for tenure (see Section E.10.4).
- c. The effort distributions of faculty members on special appointments are typically focused in one (1) area, such as teaching or research, rather than being distributed over the three (3) areas of teaching, research, and service.
- d. These individuals are required to enroll in the retirement program and are eligible to participate in other benefits offered by the University as described in the *Academic Faculty and Administrative Professional Benefits and Privileges Handbook* and in Section F and G of the *Manual*. They are not eligible for sabbatical leave.

#### **E.2.51.6 Temporary Appointments**

Temporary appointments may be either full-time or part-time and are distinguished from other types of appointments by the expectation that the appointment is for a specified period of time, at the end of which, it is anticipated that employment at the University will not be renewed in the foreseeable future. Part-time is defined as any fraction less than one hundred (100 percent of full-time). Further features of this type of appointment are:

- a. Temporary appointments are "at will" and are subject to termination by either party at any time (the process set forth in Section D.5.6 regarding the termination of "at will" appointments shall apply to temporary faculty appointments). Temporary appointments need not carry specified ending dates, but an ending date indicating the point in the future when the funding and/or appointment is

expected to terminate should be included when known. The inclusion of a specified ending date on an appointment form or other such documentation is for administrative convenience only and does not create a minimum or fixed duration of appointment.

- b. Temporary appointees are not eligible for tenure.
- c. Individuals receiving a temporary appointment for one (1) semester or less ordinarily are not enrolled in a retirement program (see the *Academic Faculty and Administrative Professional Benefits and Privileges Handbook*). Eligibility for sick leave is defined in Section F.3.2. Temporary appointees are eligible for faculty privileges (see Section G). Temporary appointees are not eligible for sabbatical leave (see Section F.3.4.1).

#### **E.2.61.7 Transitional Appointments**

The University provides the opportunity for transitional appointment to its tenured faculty members who have retired and terminated employment in consideration of a subsequent reappointment on a part-time tenured basis for a limited period of time. The transitional appointment requires that the faculty member participate in the teaching, advising, service, and research activities of the department, subject to the part-time provisions of his or her appointment. Academic administrators who also hold a tenured faculty appointment are eligible to request a transitional appointment within the context of their academic faculty roles. Administrative professionals and non-tenured academic faculty members are not eligible for transitional appointments due to the legal conflict between the statutory "at will" status of such appointments and the appointment term guarantees embodied in a transitional appointment.

Faculty members covered under the federal retirement system are not eligible for transitional appointment due to prohibitive provisions of that retirement system. However, post-retirement employment in a position other than the one requiring a federal appointment is not prohibited. Interested faculty members and/or departments should contact the Director of Human Resource Services for further information.

Conditions regarding transitional appointments are as follows:

- a. Only tenured academic faculty members on regular full-time or part-time appointments who are currently eligible for retirement under the University's definition of retirement (see "Definition of Retirement" under "Benefits" at [www.hrs.colostate.edu](http://www.hrs.colostate.edu)) have the opportunity of requesting transitional appointments. Note that the University's definition of retirement may differ from those of the retirement plans. For more information, or to confirm eligibility for retirement, contact the University Benefits Office.
- b. Ordinarily, a request for a transitional appointment should be submitted in writing to the department head one (1) full academic year before the requested commencement of the transitional appointment. A time period of less than one (1) year may be accepted in those cases where such appointments with lesser notice are considered to be in the interest of the University. Such an exception requires the approval of the department head, the dean, and the Provost. A transitional appointment shall be evaluated on the basis of both the needs of the department and college and the desires of the faculty member.
- c. A transitional appointment is for a specified term of at least one (1) year and not more than four (4) years, and it concludes with the termination of this part-time tenured appointment. However, this does not preclude subsequent full-time or part-time employment in a non-tenured position subject to the needs and resources of the department and the interests and desires of the faculty member. During the transitional period, a transitional appointment may not be modified to a regular appointment. A faculty member may elect to terminate the part-time transitional appointment prior to the end of the specified term.
- d. A transitional appointment shall begin no earlier than the first business day after the effective date of termination of employment as a regular faculty member.

- e. A faculty member shall be tenured on a part-time basis as a condition of the transitional appointment.
- f.** *Faculty with transitional appointments have full voting rights at departmental and college faculty meetings and are eligible to serve on departmental and college committees.*
- fg.** Any uncompensated leave balances at the time of retirement shall be reinstated and available for use during the transitional appointment. However, at the end of the transitional appointment, there shall be no compensation for unused leave balances.
- gh.** The salary and workload for a transitional appointment shall normally be fifty (50) percent of what they were at the time of retirement. However, when it is to the benefit of both the University and the faculty member, variations from this fifty (50) percent standard, including brief periods of full-time employment, may be proposed by the department head and the dean for review and approval by the Provost.
- hi.** The percentage of salary and the percentage of effort during the transitional appointment are subject to negotiation between the department and the faculty member and shall be spelled out in the transitional appointment agreement. Such changes in salary and/or effort shall not affect the percentage level of the appointment (e.g., part-time versus full-time) specified in the transitional appointment agreement. The terms under which the appointment is undertaken or subsequently modified shall be negotiated to be mutually beneficial to both the faculty member and the University, and the terms of the agreement shall be specified in writing, subject to the review and approval of the dean and the Provost. Final approval authority resides with the President.
- ij.** A faculty member on a transitional appointment who is a PERA annuitant may be subject to that retirement system's annuity penalty for "post retirement" work for PERA affiliated employers, including the University, in excess of

one hundred and ten (110) days in any calendar year or for work during the first month of retirement. A faculty member who is receiving a PERA annuity should check with PERA directly to determine what effects, if any, a transitional appointment may have on their his or her annuity amounts.

**jk.** A faculty member on a transitional appointment participates in the University's Defined Contribution Plan for Retirement ("DCP") and is eligible for the same benefits as a faculty member with a regular appointment within the DCP. Leave policies, as described in Section F of the *Manual*, shall be in effect, except that a faculty member on a transitional appointment is not eligible for a sabbatical leave nor for payment for unused sick leave and/or annual leave at the conclusion of the transitional appointment.

**kl.** A faculty member on a transitional appointment is considered for any pay and benefit increases on the same basis as a faculty member holding a regular appointment, proportionate to the extent of the appointment.

## **E.32.2 Other Types of Academic Faculty Appointments**

### **E.32.2.1 Joint Appointments**

*no change*

### **E.32.2.2 Joint Academic and Administrative Professional Appointments**

*no change*

### **E.32.2.3 Faculty Affiliate Appointments**

*no change*

### **E.32.2.4 Visiting Faculty Appointments**

*no change*

### **E.32.2.5 University Distinguished Professorships**

#### **E.32.2.5.1 Eligibility for University Distinguished Professor Status and Title**

*no change*



**E.32.2.5.2 Selection of University Distinguished Professors**  
*no change*

**E.32.2.5.3 Perquisites of University Distinguished Professorships**  
*no change*

**E.32.2.6 University Distinguished Teaching Scholars**  
*no change*

**E.32.2.6.1 Eligibility for University Distinguished Teaching Scholar Status and Title**  
*no change*

**E.32.2.6.2 Selection of University Distinguished Teaching Scholars**  
*no change*

**E.32.2.6.3 Perquisites of University Distinguished Teaching Scholars**  
*no change*

### **E.3 Retired Faculty**

*Former academic faculty members who have officially retired from Colorado State University have certain rights and privileges. These include a permanent faculty identification card, the option to be included in University distribution lists for mail and email, free campus*

*parking permits, faculty library privileges, access to athletics facilities, membership in the University Club at a discounted rate, faculty discounts on athletic tickets, faculty discounts on computers and software, and access to ACNS technical assistance.*

#### **E.3.71 Emeritus/Emerita Appointments Status**

Academic faculty members who have completed ten years or more of regular full-time or regular part-time service as faculty of Colorado State University shall be eligible at the time of their retirement for an emeritus/emmerita title equivalent to their highest professorial rank (e.g., emeritus associate professor). Academic faculty members who have held administrative

positions (including department heads) for five (5) years or more shall be eligible for the emeritus/emerita title for these administrative positions (e.g., emerita associate dean). ~~The procedures and conditions applying to emeritus/emerita status are:~~

- ~~a.~~ An eligible member of the academic faculty may request emeritus/emerita status from the department at the same time of retirement from the University. The department head and the dean of the college shall forward the request to the Provost. As long as the requirements for eligibility are met, such forwarding is pro forma. The final decision on granting emeritus/emerita status will be made by the Board.
- ~~b. Privileges associated with this appointment are issuance of a permanent faculty identification card; listing on the faculty mailing lists; full library privileges; and, if possible, office or lab/office space and clerical support shall be provided to each emeritus/emerita faculty member who continues to do scholarly work.~~

### *E.3.2 Society of Senior Scholars*

*The Society of Senior Scholars is a CIOSU (see Section B.2.6) whose mission is to enhance life in retirement for former faculty members and administrative professionals of Colorado State University. The Society maintains a website (<http://www.learn.colostate.edu/seniorscholars>), publishes a twice-yearly newsletter, and works continuously with the Office of Academic Advancement to strengthen the ties of retirees to CSU. The Society provides a range of intellectual, artistic and cultural programs of interest to active individuals during their retirement years. In particular,*

*the Executive Committee of the Society organizes and oversees a series of monthly talks by faculty and community members, a series of periodic excursions to campus and area sites, and annual pre-retirement seminars through the Professional Development Institute. The Society nurtures opportunities for members to continue, as desired, their contributions to the teaching, research, and outreach components of the CSU mission, and it is developing opportunities for retired faculty to provide mentoring to faculty and students. The Society negotiates benefits for members, and assists with retirement planning through workshops, guidelines, and brochures. In particular, the Society has developed a retirement guideline for faculty that is available on its website. The Society advocates for improved policies affecting its members as a class within the CSU community.*

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual Revisions: Section E.4.3 – Selection of Academic Department Heads or Chairpersons

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.4.3 – Selection of Academic Department Heads or Chairpersons.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section E.4.3 – Selection of Academic Department Heads or Chairpersons, are requested so as not to limit search committees to seven people. This limitation has created problems with regard to having search committees represent all relevant groups.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**E.4.3 Selection of Academic Department Heads or Chairpersons**

The appropriate dean ~~will~~ *shall* appoint a search committee of not fewer than five (5) ~~nor more than seven (7)~~ members whose responsibility shall be to conduct a search and screen candidates for the *department* head or chairperson. The dean shall indicate in the charge to the committee at the time of appointment the number of individuals to be nominated and any other specific instructions which ~~it~~ may be significant to convey. After consultation with and advice from the search committee and any other sources deemed expedient, the dean ~~will~~ *shall* either select the new head or chairperson from the nominees, subject to approval, or reject all nominees. In the latter case, the dean may either ask for a new search by the same search committee or disband the search committee and appoint a new search committee to conduct a new search. The authority to approve the dean's selection of the head or chairperson has been delegated to the President by the Board, and has been further delegated by the President to the Provost.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section E.4.4 – Selection of Administrators with Academic  
Appointments

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.4.4 – Selection of Administrators with Academic Appointments.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section E.4.4 – Selection of Administrators with Academic Appointments, are requested to acknowledge that the hiring of academic faculty members should involve external searches, and that faculty members should play a significant role in the process. However, they allow the President to make exceptions in exceptional cases.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions **overseored**

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**E.4.4 Selection of Administrators with Academic Appointments**

*The normal procedure for the hiring of an administrator on other than an interim basis whose administration position carries an academic appointment is for the immediate supervisor ~~for these positions shall~~ to appoint a search committee of not fewer than five (5) members ~~to conduct a national or international search when such a position is to be filled on other than an interim basis~~. Normally, the majority of the members of the ~~search committee appointees~~ will be ~~members of the~~ academic faculty and administrative professionals *who are* qualified by experience, interest, and responsibility to contribute to the performance of the search committee. Students *and State Classified Staff* may also be included as members of the search committee. *In exceptional circumstances, the President may authorize deviations from these procedures, but any such deviations must be justified in writing to the campus community.**

The individual appointing the search committee shall provide a job description covering the duties of the position, the personal and professional qualifications that applicants are expected to possess, and a time schedule for *conducting the search and* filling the position. The position shall be announced in accordance with the *requirements of the* University's ~~Affirmative Action Plan Office of Equal Opportunity~~.

~~The search committee shall conduct a careful canvass of suitable candidates both on and off the campus.~~ The *search* committee shall present its final report to the person appointing the search committee, listing ~~two (2) or more acceptable~~ *the* candidates *that were found acceptable as finalists* for consideration. Normally, at least one (1) ~~candidate shall~~ *finalist will* be from off the campus. The report ~~is to~~ *shall* include a summary of the credentials of each ~~candidate~~ *finalist*.

The person appointing the search committee shall make the final selection from among the ~~acceptable candidate finalists~~, subject to approval, or reject all ~~such candidates finalists~~. In the event that all ~~acceptable candidates finalists~~ are rejected, *or that the search committee did not find any of the candidates to be acceptable as finalists*, the person appointing the search committee may either ask for a new search by the same search committee or disband the search committee and appoint a new search committee to conduct a new search. For the hiring of the Provost, a vice president, or, if requested by the Board, a senior administrator (as defined in Section D.1), approval by the Board is required. The authority to hire other administrators with academic appointments has been delegated by the Board

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to the President, and this authority has been further delegated by the President to the Provost and vice presidents for the administrative units under their authority.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section E.10.5.1 – Origin and Processing of Tenure  
Recommendations

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.10.5.1 – Origin and Processing of Tenure Recommendations.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section E.10.5.1 – Origin and Processing of Tenure Recommendations, are proposed to acknowledge that voluntary recusals should not need approval, and these often involve private issues. Also, department heads should be aware of the information on the Provost's website when preparing applications for tenure.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~over scored~~



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**E.10.5.1 Origin and Processing of Tenure Recommendations**

The head of the department shall initiate the process leading to a recommendation for the granting or denial of tenure not later than the beginning of the final year of the probationary period of the faculty member. The department head should consult with the tenure committee before initiating this process. *The department head should also consult the website of the Office of the Provost for information and forms regarding applications for tenure.*

Because the recommendation for the granting or denial of tenure is primarily a faculty responsibility, the department head shall ask the members of the tenure committee, to vote by ballot for or against granting of tenure to the faculty member being considered. A tenure recommendation shall be by a majority vote of the tenure committee.<sup>1</sup> The recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. The recommendation shall be forwarded successively to the department head, the dean of the college, the Provost, and the President for review and either endorsement or opposition. The Board has delegated the final decision to the President.

All reviews are to be exercised expeditiously at each level. After each review, the reviewing administrator shall make a recommendation in writing and send copies to the faculty member, the tenure committee, and all administrators who have previously reviewed the recommendation.

The tenure committee must have at least three (3) members and shall consist of all eligible department faculty members, or, if so specified in the department code, a duly elected committee thereof. The department head, college dean, Provost, and President are not eligible to serve on the tenure committee and shall not be present during the committee's deliberations, except when specifically invited by the committee. A faculty member holding an administrative appointment (as defined in Section K.12.a) of more than half time is not eligible to serve on the tenure committee, unless the department code specifies otherwise. If a faculty member holding an administrative appointment does serve on the tenure committee, it is expected that he or she will not participate in discussions of the case at higher administrative levels. A faculty member with a conflict of interest is expected to recuse himself or herself, ~~and the University Grievance Office must approve any recusals.~~ The eligible department faculty are all other tenured department faculty. If a committee of at least three (3) tenured faculty within the department cannot be constituted, then additional tenured faculty members shall be selected from other departments within the University so as to produce a committee of three (3) members. A department may specify in its code a procedure for narrowing the pool of eligible additional members to faculty in disciplines similar to that of the

candidate, possibly including faculty from other colleges. In the absence of such a procedure, the pool shall consist of all tenured faculty members on the tenure committees from all departments within the college. The department head shall draw the additional members of the tenure committee by lot from the pool of eligible faculty members. Faculty members from other departments may decline to serve on the tenure committee

After a recommendation is received from the tenure committee, a contrary recommendation shall be issued at a higher administrative level below the President only for compelling reasons which shall be stated in writing to the faculty member, the tenure committee, and all administrators who have previously reviewed the recommendation. If such a contrary recommendation is issued, the faculty member, the tenure committee, and all administrators who have previously reviewed the recommendation shall be given seven (7) working days from the date of notification of the contrary recommendation to respond in writing to the administrator's reasons for opposition, and the contrary recommendation may be opposed at an even higher administrative level. The responses from the faculty member, the tenure committee, and the administrators shall be forwarded to each successive administrator along with the recommendation and rationale for the contrary recommendation.

In the event of a committee recommendation to deny tenure, or opposition by an administrative officer below the President to a recommendation to grant tenure, the recommendation of the committee and reasons for any contrary recommendation shall be made available promptly to the faculty member under consideration. If the faculty member believes that the committee's recommendation to deny tenure violated University policy or state or federal law, he or she shall be given seven (7) working days from the date of notification of the recommendation to submit a written statement detailing this violation. This statement shall be forwarded to each successive administrator along with the recommendations from the tenure committee. If the faculty member believes that an administrator's opposition to a recommendation to grant tenure violated University policy or state or federal law, and the Provost has endorsed the recommendation of the administrator not to grant tenure, then the faculty member may appeal the decision through the grievance procedure. In any grievance proceeding, the department and/or the tenure committee shall be represented by a member of the tenure committee selected by the prevailing side of the committee. Although a grievance may not be filed until the Provost has made his or her recommendation to the President, the grievance shall be against the administrator whose action is being grieved. However, the effective date of notification of the grievant shall be the date of notification of the Provost's recommendation.

When a department head is under consideration for tenure, the successive forwarding of the tenure committee's recommendation shall begin with the dean of the college, rather than the department head.

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The department head, the college dean, or the Provost may elect to postpone consideration of a faculty member for tenure, without prejudice, if the recommendation from the tenure committee for the granting or denial of tenure is made in a year earlier than the final year of the probationary period. The decision to postpone and the reasons for postponement shall be communicated immediately in writing to the faculty member and the tenure committee. However, the faculty member must either be granted tenure by the beginning of the first year after the end of the probationary period or be notified by the end of the probationary period that his or her appointment will be terminated at the end of one (1) additional year. Once a faculty member is on a regular tenure-track appointment, the use of multi-year research, special or temporary appointments to extend the probationary period for tenure is not permitted.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section E.11 – Granting of Senior Teaching Appointments

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed addition to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.11 – Granting of Senior Teaching Appointments.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed addition to the Academic Faculty and Administrative Professional Manual, Section E.11 – Granting of Senior Teaching Appointments - is requested because this section establishes the procedures for the granting of senior teaching appointments.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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***E.11 Granting of Senior Teaching Appointments***

***A current Colorado State University employee becomes eligible for consideration for a senior teaching appointment when all of the following conditions have been met:***

- a. The person has been employed at Colorado State University other than as a Graduate Assistant at least half-time for at least ten (10) semesters (not including summers), and at least 50% of his or her assignment was devoted to teaching for each of those ten (10) semesters.***
- b. The person has been employed at Colorado State University other than as a Graduate Assistant at least half-time for each of the preceding four (4) semesters (not including summers), and at least 50% of his or her assignment was devoted to teaching for each of those four (4) semesters.***
- c. Any additional criteria specified in the codes of the department and/or college are satisfied.***

***If the appointment is approved, it shall become effective the following Fall.***

***The head of the department shall initiate the process leading to a recommendation for the granting or denial of a senior teaching appointment. The department head should consult with the appointment committee before initiating this process. Because this recommendation is primarily a faculty responsibility, the department head shall ask the appointment committee to vote by ballot for or against the appointment of the faculty member being considered. A recommendation for appointment shall be by a majority vote of the appointment committee. The recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. The recommendation shall be forwarded successively to the department head, the dean of the college, and the Provost for review and either endorsement or opposition. The Board has delegated the final decision to the President, and the President has further delegated the final decision to the Provost.***

*The appointment committee must have at least three (3) members. The department head, college dean, Provost, and President are not eligible to serve on the appointment committee and shall not be present during the committee's deliberations, except when specifically invited by the committee. A faculty member holding an administrative appointment (as defined in Section K.12.a) of more than half time is not eligible to serve on the appointment committee, unless the department code specifies otherwise. If a faculty member holding an administrative appointment does serve on the appointment committee, it is expected that he or she will not participate in discussions of the case at higher administrative levels. Unless the department code specifies otherwise, the appointment committee shall consist of all tenured faculty members who are not ineligible as specified above. However, the department code may specify a different group of faculty members from within the department to constitute the membership of the appointment committee, as long as none of them are ineligible as specified above. A faculty member with a conflict of interest is expected to recuse himself or herself.*

*If a committee of at least three (3) eligible faculty members within the department cannot be constituted, then additional tenured faculty members shall be selected from other departments within the college so as to produce a committee of three (3) members. A department may specify in its code a procedure for narrowing the pool of eligible additional members to tenured faculty members in disciplines similar to that of the candidate. In the absence of such a procedure, the pool shall consist of all tenured faculty members from all departments within the college. The department head shall draw the additional members of the appointment committee by lot from the pool of eligible faculty members. Faculty members from other departments may decline to serve on the appointment committee.*

*After a recommendation is received from the appointment committee, a contrary recommendation shall be issued at a higher administrative level below the Provost only for compelling reasons that shall be stated in writing to the faculty member, the appointment committee, and all administrators who have previously supported or reversed the recommendation. If such a contrary recommendation is issued, the faculty member, the appointment committee, and all administrators who have previously reviewed the recommendations shall be given seven (7) working days from the date of notification of the contrary recommendation to respond in writing to the administrator's reasons for opposition, and the contrary recommendation may be opposed at an*

*even higher administrative level. The responses from the faculty member, the appointment committee, and the administrators shall be forwarded to each successive administrator along with the recommendation and rationale for the contrary recommendation.*

*In the event of a committee recommendation to deny the appointment or opposition by an administrative officer of a recommendation to grant the appointment, the recommendation of the committee and the reasons for any contrary recommendation shall be made available promptly to the faculty member under consideration. If the faculty member believes that the committee's recommendation to deny the appointment violated University policy or state or federal law, he or she shall be given seven (7) working days from the date of notification of the recommendation to submit a written statement detailing this violation. This statement shall be forwarded to each successive administrator along with the recommendation from the appointment committee. If the faculty member believes that an administrator's opposition to a recommendation to grant the appointment violated University policy or state or federal law, and the Provost has endorsed the recommendation of the administrator not to grant the appointment, then the faculty member may appeal the decision through the grievance procedure. In any grievance proceeding, the department and/or the appointment committee shall be represented by a member of the appointment committee selected by the prevailing side of the committee. Although a grievance may not be filed until the Provost has made his or her final decision, the grievance shall be against the administrator whose action is being grieved. However, the effective date of notification of the grievant shall be the date of notification of the Provost's decision.*

*When the Provost has ruled on a recommendation relating to the granting of a senior teaching appointment, the faculty member shall be notified promptly in writing of the action taken.*

#### **E.142 Performance Expectations for Tenure, Promotion, and Merit Salary Increases**

All faculty members being considered for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration and consistent with the standards of their discipline, their unit's institutional mission, and the faculty member's individual effort distribution in teaching and advising, research and other creative activity, and service. Outreach/engagement efforts may be integrated into the faculty member's teaching, research, and/or service responsibilities.

Annual and periodic comprehensive reviews of a faculty member's performance are addressed in Sections C.2.5, E.12, and E.14, and the expectations articulated in this section are applicable to those reviews. The basis for annual and periodic comprehensive reviews shall be the set of criteria in place at the beginning of the review period. All *regular* faculty shall provide evidence of teaching and advising competence, sustained research and other creative activity, and service consistent with their stated effort distribution (see Section E.9.1) for annual and periodic comprehensive reviews, as well as for tenure and promotion. The department code shall establish clearly articulated criteria and standards for evaluation in these areas.

**~~E.12 — Definitions and Indicators for Performance Expectations for Tenure, Promotion and Merit Salary Increase~~**

**E.12.1 Teaching and Advising**

*no change*

**E.12.2 Research and Other Creative Activity**

*no change*

**E.12.3 Service**

*no change*



Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section E.13- Advancement in Rank (Promotion)

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.13 – Advancement in Rank (Promotion).

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section E.13 – Advancement in Rank (Promotion), are proposed to clarify the intent of the original wording and conform with current practice. Voluntary recusals should not need approval, and these often involve private issues. Department heads should be aware of the information on the Provost's website when preparing applications for promotion.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**E.13 Advancement in Rank (Promotion)**

Except in unusual circumstances noted in the statement of reasons given for the promotion recommendation, when tenure is granted to an assistant professor, the individual shall be promoted concurrently to associate professor.

~~Faculty are normally eligible for consideration~~ *Normally, after five (5) years in rank as an associate professor, faculty are eligible to be considered* for promotion from associate professor to professor ~~after five (5) years in rank. If the promotion is approved, it shall become effective the following July 1.~~ Advancement from associate professor to professor may ~~occur~~ *be considered* prior to five (5) years in rank in those cases in which the faculty member's performance clearly exceeds the standards for promotion to professor established pursuant to the performance expectations stipulated in Section E.11.

Service at other academic institutions may or may not count toward time in rank. The appointment letter shall state unambiguously whether or not service at other institutions will count towards time in rank at Colorado State University and state specifically the exact number of years of prior service credit being granted. The department head and dean are responsible for apprising the candidate of this possibility.

**E.13.1 Origin and Processing of Recommendations**

The head of the department shall initiate the process leading to a recommendation for the granting or denial of promotion. The department head should consult with the promotion committee before initiating this process. *The department head should also consult the website of the Office of the Provost for information and forms regarding applications for promotion.*

Because this recommendation is primarily a faculty responsibility, the department head shall ask the promotion committee to vote by ballot for or against promotion of the faculty member being considered. A promotion recommendation shall be by a majority vote of the promotion committee. The recommendation shall include a vote summary and a statement of reasons representing the majority and minority points of view. The recommendation shall be forwarded successively to the department head, the dean of the college, the Provost, and the President for review and either endorsement or opposition. The Board has delegated the final decision to the President.

The promotion committee must have at least three (3) members and shall consist of all eligible department faculty members, or, if so specified in the department code, a duly elected committee thereof. The department head, college dean, Provost, and President are not eligible to serve on the promotion committee and shall not be present during the committee's deliberations, except when specifically invited by the committee. A faculty member holding an administrative appointment (as defined in Section K.12.a) of more than half time is not eligible to serve on the promotion committee, unless the department code specifies otherwise. If a faculty member holding an administrative appointment does serve on the promotion committee, it is expected that he or she will not participate in discussions of the case at higher administrative levels. A faculty member with a conflict of interest is expected to recuse himself or herself, ~~and the University Grievance Officer must approve any recusals.~~ The eligible department faculty members are all other tenured department faculty members of higher rank than the faculty member under consideration. If a committee of at least three (3) tenured faculty members of higher rank within the department cannot be constituted, then additional tenured faculty members of higher rank shall be selected from other departments within the University so as to produce a committee of three (3) members. A department may specify in its code a procedure for narrowing the pool of eligible additional members to faculty in disciplines similar to that of the candidate, possibly including faculty from other colleges. In the absence of such a procedure, the pool shall consist of all tenured faculty members of higher rank on the promotion committees from all departments within the college. The department head shall draw the additional members of the promotion committee by lot from the pool of eligible faculty members. Faculty members from other departments may decline to serve on the promotion committee.

After a recommendation is received from the promotion committee, a contrary recommendation shall be issued at a higher administrative level below the President only for compelling reasons that shall be stated in writing to the faculty member, the promotion committee, and all administrators who have previously supported or reversed the recommendation. If such a contrary recommendation is issued, the faculty member, the promotion committee, and all administrators who have previously reviewed the recommendations shall be given seven (7) working days from the date of notification of the contrary recommendation to respond in writing to the administrator's reasons for opposition, and the contrary recommendation may be opposed at an even higher administrative level. The responses from the faculty member, the promotion committee, and the administrators shall be forwarded to each

successive administrator along with the recommendation and rationale for the contrary recommendation.

In the event of a committee recommendation to *deny* promotion or opposition by an administrative officer below the President ~~of to~~ a recommendation to grant promotion, the recommendation of the committee and the reasons for any contrary recommendation shall be made available promptly to the faculty member under consideration. If the faculty member believes that the committee's recommendation to deny promotion violated University policy or state **and or** federal law, he or she shall be given seven (7) working days from the date of notification of the recommendation to submit a written statement detailing this violation. This statement shall be forwarded to each successive administrator along with the recommendation from the promotion committee. If the faculty member believes that an administrator's opposition to a recommendation to grant promotion violated University policy or state or federal law, and the Provost has endorsed the recommendation of the administrator not to grant promotion, then the faculty member may appeal the decision through the grievance procedure. In any grievance proceeding, the department and/or the promotion committee shall be represented by a member of the promotion committee selected by the prevailing side of the committee. Although a grievance may not be filed until the Provost has made his or her recommendation to the President, the grievance shall be against the administrator whose action is being grieved. However, the effective date of notification of the grievant shall be the date of notification of the Provost's recommendation.

When the department head is under consideration for promotion, the successive forwarding of the promotion committee's recommendation shall begin with the dean of the college, rather than the department head.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section E.14.3.2 – Phase II Comprehensive Performance  
Reviews

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.14.3.2 – Phase II Comprehensive Performance Reviews, and that similar wording with the same footnote be used in all other places in the Academic Faculty and Administrative Professional Manual where it is stated that something is to be part of a personnel file.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section E.14.3.2 – Phase II Comprehensive Performance Reviews are requested to help to protect the confidentiality of the professional development plan. Similar wording appears in several other places in the Manual (e.g., Section E.14, Section E.15.9, and Sections VI.G and VII.F.8 of Appendix 4), and this proposal ensures that the same wording is used in each such instance.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**E.14.3.2 Phase II Comprehensive Performance Reviews**

A Phase II Comprehensive Performance Review is initiated when the academic supervisor decides that a tenured faculty member's performance in a Phase I Review was not satisfactory, or it may be initiated as described in Section E.15.4.1. The initiation of a Phase II Review is not grievable by the faculty member. A Phase II Review Committee of at least three (3) tenured peers at the same or higher rank as the faculty member shall be selected to conduct a comprehensive performance review according to procedures specified in the code of the academic unit. These peers shall be selected from the same academic unit as the faculty member, unless that academic unit is a department that is too small, in which case, some of the peers may be from other departments within the same college. The academic supervisor shall not be a member of the Review Committee, nor shall any other administrator at the same administrative level as the academic supervisor or higher. The procedure for the selection of these peers shall be specified in the code of the academic unit. If the selection procedures are not specified in the code of the academic unit, then a committee of three (3) tenured peers shall be drawn by lot from the eligible faculty members in the same academic unit as the faculty member. If the academic unit is a small department with fewer than three (3) eligible faculty members, then additional tenured peers shall be drawn by lot from the eligible faculty members in the same college so as to increase the total number of committee members to three (3).

The code of each academic unit shall specify:

- a. The procedure for the selection of a Phase II Review Committee;
- b. Procedures for assuring impartiality and lack of bias among members of the Phase II Review Committee;
- c. The criteria to be used by the Phase II Review Committee, including standards for evaluation which reflect the overall mission of the academic unit, and which permit sufficient flexibility to

accommodate faculty members with differing responsibilities, effort distributions, and workloads;

- d. The types of information to be submitted by the faculty member being reviewed; and
- e. Any additional information to be used in evaluations, such as peer evaluations and student opinions of teaching.

As a result of a Phase II Comprehensive Performance Review, one (1) of the following three (3) outcomes shall be selected by a majority of the Phase II Review Committee:

- a. The faculty member has met the reasonable expectations for faculty performance, as identified by his or her academic unit;
- b. There are deficiencies, but they are not judged to be substantial and chronic or recurrent;
- c. There are deficiencies that are substantial and chronic or recurrent.

Regardless of the outcome, the Review Committee shall prepare a written report and provide the faculty member with a copy. If the second outcome is selected, the written report may recommend that the academic supervisor design a specific professional development plan to assist the faculty member in meeting expectations. If the third outcome is selected, then the written report shall explain what deficiencies led to that selection.

For either of the first two (2) outcomes, no further action is necessary. For the third outcome, taking into account the faculty member's actions, prior actions and history, and whether a pattern exists, the committee's written report shall recommend whether or not disciplinary action should be pursued as described in Section E.15.

The faculty member shall then have ten (10) working days to prepare a written response to this report. For informational purposes, both the report and the faculty member's response shall be forwarded to the academic supervisor, and, at successive steps, to each higher supervisor, ending with the Provost.

If the Review Committee selects the third outcome and identifies deficiencies that need to be remedied, the academic supervisor shall design a specific professional development plan indicating how these deficiencies are to be remedied and setting time-lines for accomplishing each element of the plan. The faculty member shall be given the opportunity to work with the academic supervisor on the design of this plan. This development plan shall

be submitted to the next higher administrative level for approval, and the faculty member shall be given a copy of the approved plan. ***This professional development plan shall be considered to be part of the faculty member's official personnel file.\****

***\*The term "personnel file" refers to information collected because of the employer-employee relationship, and it does not necessarily refer to a single physical file. In order for information to be part of the personnel file, there must be a reasonable expectation that such information will be kept private. Information in the personnel file is generally not made available for public inspection, but it is available to the individual and to his or her supervisors.***



Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section F.3.2.1 – Leave Accrual

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section F.3.2.1 - Leave Accrual to be effective August 1, 2011.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section F.3.2.1 – Leave Accrual, are requested to add a sick leave advance to allow employees to satisfy the elimination period for the use of short-term disability (for example, in the case of maternity leave).

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**F.3.2 Sick Leave**

**F.3.2.1 Leave Accrual** (*ast revised June 4, 2008*)

Full-time academic faculty members and administrative professionals on regular, multi-year research, or special twelve (12) month appointments and full-time temporary academic faculty members and administrative professionals on twelve (12) month appointments who have completed twelve (12) consecutive months of employment earn one and one-quarter (1.25) days of sick leave per month, cumulative with no maximum. One (1) day of sick leave is considered to be eight (8) hours of sick leave.

Full-time academic faculty members and administrative professionals on regular, multi-year research, or special nine (9) month appointments and full-time temporary academic faculty members and administrative professionals on nine (9) month appointments who have completed two (2) consecutive semesters earn one and one-quarter (1.25) days of sick leave per month, cumulative with no maximum. Full-time nine (9) month academic faculty members and administrative professionals who accept summer session appointments accumulate sick leave at the rate of one and one-quarter days (1.25) per month while on such appointment.

Academic faculty members and administrative professionals on regular, multi-year research, or special appointments of less than full-time, but at least half-time (0.5) earn sick leave prorated by the part time fraction of their appointment. Academic faculty members and administrative professionals on temporary appointments of less than full-time, but at least half-time (0.5) earn five (5) hours of sick leave per month.

No sick leave is earned by employees working less than half-time (0.5) or employed on an hourly basis. Postdoctoral fellows and graduate assistants do not earn sick leave.

Employees who begin work after the first of a month or who terminate before the end of a month earn sick leave on a prorated basis as described in the *Personnel/Payroll Manual (Section 2)*.

The accrual of sick leave is rounded to the nearest 1/100 of an hour.

Sick leave does not accrue during leave without pay nor during sabbatical leave. Sick leave accrued during periods of paid leave (annual, sick, injury, etc.) is not credited to the employee until he or she returns to work.

***At the time of initial employment, the employee shall receive an amount of sick leave equal to that which they are expected to earn during their first year of employment (as described above). This initial year of sick leave is an “advance” and must be earned before any additional sick leave shall accrue. It is possible that it will take the employee more or less than one (1) year to earn the amount of sick leave advanced and begin accruing additional sick leave (e.g., the employment status could change, or the employee could take leave without pay).***

If an employee with accrued sick leave changes to an employment status that is less than half-time (0.5), without a break in service, the employee shall retain his or her accrued sick leave and the ability to use this sick leave for a period of one (1) year, provided he or she remains employed by the University. If the employee changes to a status that is again eligible to earn sick leave within the one (1) year period and without having his or her employment with the University terminated, then the accrued sick leave shall continue to be available for use by the employee.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section F.3.13 – Leave Without Pay

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section F.3.13 – Leave Without Pay.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section F.3.13 – Leave Without Pay are necessary because in emergency situations, it is not always possible to get prior approval.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**F.3.13 Leave Without Pay**

An academic faculty member or administrative professional with regular, multi-year research, or special appointment may be granted leave without pay with **prior** approval by the Board. A request for such leave must be sent through channels to the President. See the *Academic Faculty and Administrative Professional Benefits and Privileges Handbook* regarding continuation of benefit coverage while on leave without pay.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section G-1 – Study Privileges

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section G-1 – Study Privileges.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section G-1 – Study Privileges are proposed because the CSU administration has decided to increase the number of credits allowed under this study privilege.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**G.1 Study Privileges**

Under the following conditions, academic faculty members and administrative professionals *with appointments at .50 time or greater* may register for credit courses at Colorado State University on a space-available basis without the assessment of the student portion of total tuition or general fees to the employee:

- a. According to State Fiscal Rules, courses taken by an employee under this study privilege must benefit the State and enhance the employee's performance, as determined by the head of his or her administrative unit (such as a department head).
- b. The employee must obtain the written consent from the head of his or her administrative unit to register for specific courses.
- c. Academic faculty members and administrative professionals on regular, multi-year research, or special appointments become eligible for this study privilege as soon as their employment begins.
- d. Academic faculty members and administrative professionals on temporary appointments become eligible for this privilege after completing one (1) year of service at .50 time or greater.
- e. *The President shall set the maximum number of credits for which a* Academic faculty members and administrative professionals ~~with full-time appointments~~ are permitted to register ~~for a maximum of six (6) credits~~ per academic year, including the previous summer term, *but it shall be at least nine (9) credits for employees with full-time appointments, at least seven (7) credits for employees with appointments from .75 time to .99 time, and at least five (5) credits for employees with appointments from .50 time to .74 time.*
- f. ~~Academic faculty members and administrative professionals with appointments from .75 time to .99 time are permitted to register for a maximum of four (4) credits per academic year, including the previous summer term.~~
- g. ~~Academic faculty members and administrative professionals with appointments from .50 time to .74 time are permitted to register for a maximum of three (3) credit per academic year, including the previous summer term.~~

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Certain tuition and fees are not covered by the study privilege, so these must be paid by the employee at the time of registration. Fees not covered may include course fees, department fees, the University Facility Fee, University and College Technology Fees, and similar charges as may be imposed from time to time.

Only credit courses which are a part of the Colorado State University Curriculum, as defined by the *Colorado State University General Catalog*, are available under this benefit. These courses will be identified with a departmental course number. In particular, the study privilege does not cover the cost of continuous registration.

The Division of Continuing Education ("DCE") offerings are included under this privilege. Academic faculty members and administrative professionals may enroll in academic-credit courses (section numbers 700 or higher) listed on the Continuing Education website. However, tuition for these courses may be higher than "resident Instruction" tuition, in which case, the difference must be paid by the employee or by some other source.

The above credit maxima include courses which are audited. Tuition will be assessed as soon as credits are taken in excess of the statement maximum for the employee.



Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section G-4 – Tuition Scholarship Program for Spouses and  
Dependent Children

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section G-4 – Tuition Scholarship Program for Spouses and Dependent Children.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The revisions to the Academic Faculty and Administrative Professional Manual, Section G-4 - Tuition Scholarship Program for Spouses and Dependent Children, are proposed to take into account a recent extension of the definition of “Child” by the federal government with regard to Family Medical Leave and the recent extension by Colorado State University of benefits to domestic partners. Also, the level of this scholarship is being increased from 25 percent to 50 percent.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

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**G.4 Tuition Scholarship Program for Spouses, *Domestic Partners*, and  
Dependent Children**

The spouse, *domestic partner*, and ~~or dependent child (children)~~ *Eligible Children* of an ~~E~~eligible ~~E~~mployee shall be ~~eligible~~ *eligible qualified* to receive a ~~T~~tuition ~~S~~scholarship if admitted to the University and enrolled in a degree program or ~~in a University open option program as a degree-seeking student with an undeclared major. This Tuition Scholarship Program is also available to students in programs such as Professional Veterinary Medicine, Teacher Certification, and Principal Licensure. The amount of this Tuition Scholarship shall be a fixed percentage of the undergraduate or graduate tuition that would be assessed to the student for regular on-campus courses at the in-state tuition rate, except for a student in the Professional Veterinary Medicine Program, whose scholarship shall equal this same percentage of the tuition assessed to in-state graduate students. This percentage shall be set by the President, but it shall be at least fifty (50) percent. Note that, in some cases, this Tuition Scholarship may be taxable income. Applications for this Tuition Scholarship must be processed in accordance with the requirements established by Student Financial Services and Human Resource Services for this program.~~

~~The~~ *If a person dies while an Eligible Employee, his or her spouse or domestic partner shall continue to be qualified for this Tuition Scholarship Program until six (6) years after the date of the death, and ~~or dependent child/children~~ each of his or her Eligible Children of a faculty member or State Classified employee who dies while an eligible employee shall continue to be eligible qualified for this Tuition Scholarship Program until the dependent Eligible Child reaches the maximum age of twenty-six (26) for eligibility or, in the case of the spouse, until remarriage. For all cases of separation from employment of an Eligible Employee other than death, the spouse, domestic partner, and Eligible Children of the Eligible Employee shall cease to be qualified for this Tuition Scholarship Program at the end of the academic year in which the separation from employment occurs.*

*In exceptional circumstances, the Vice President for University Operations has the authority to grant eligibility to someone who might not qualify otherwise for eligibility.*

*For the purposes of Section G.4, the following definitions shall apply:*

**Eligible Employee:**

a. “Eligible Employees” shall mean and refer to ~~A~~**all** academic faculty members and administrative professionals with regular, *special*, multi-year research, or **special transitional** appointments of half-time (0.5) or greater and all non-temporary state classified appointments of half-time (0.5) or greater.

**Dependent Children:**

~~Defined as natural, step, adopted or foster children under the age of twenty-six (26) who are "dependent" for Federal income tax purposes (i.e., claimed on the most recently filed IRS form 1040 or 1040A in accordance with current tax code).~~

*b. “Eligible Child” shall mean and refer to biological children, adopted children, foster children, stepchildren, and legal wards of either the Eligible Employee or the Eligible Employee’s spouse or domestic partner, as well as any person for whom either the Eligible Employee or the Eligible Employee’s spouse or domestic partner is standing in loco parentis, provided that the “Eligible Child” is under twenty-six (26) years of age.*

**Eligibility Termination:**

~~Separation of employment, except in the case of death, shall terminate eligibility for scholarships as of the end of the academic year in which the separation occurs.~~

**Tuition Scholarships:**

~~**Undergraduate:** Twenty-five (25) percent of in-state tuition as defined in the current *Colorado State University General Catalog* for regular on-campus courses at the undergraduate level.~~

~~**Graduate (including professional DVM students):** Twenty-five (25) percent of the in-state tuition as defined in the current *Colorado State University General Catalog* for regular on-campus courses at the Graduate level.~~

**Application Process:**

~~Applications must be processed in accordance with the requirements established within the Office of Financial Aid for this program.~~

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section H- Operating Services and Regulations

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section H – Operating Services and Regulations.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section H – Operating Services and Regulations are requested because there is no reason that this material should be in the Manual, except for Section H.17, which will be moved as a new Section I.13.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
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**SECTION H. ~~OPERATING SERVICES AND REGULATIONS~~**

**H.1 ~~Responsibilities of Department of Human Resource Services~~**

~~The Department of Human Resource Services has the following responsibilities:~~

- ~~a. Maintaining a personnel policy that is directed toward equity to employees, preservation of employee rights, and optimum employee morale and job satisfaction, to the extent possible within the capability and resources of the University as a public institution.~~
- ~~b. Maintaining, or recommending to the administration as appropriate, policies and practices which ensure compliance with laws and regulations.~~
- ~~c. Counseling supervisors and employees on matters involving employment relationships.~~
- ~~d. In cooperation with the Office of Equal Opportunity and Diversity (hereinafter referred to as "OEOD"), assuring that personnel policies and practices are supportive of the commitment of the University to affirmative action and equal opportunity.~~
- ~~e. Providing training programs designed to enhance opportunities for and performance by employees.~~
- ~~f. In cooperation with the Benefits Committee, developing and maintaining employee benefit programs established by the Board. Administering employee benefit programs established by the State Department of Personnel, the State Group Insurance Board, and the State Public Employees' Retirement Association (hereinafter referred to as "PERA").~~
- ~~g. In cooperation with the State Department of Personnel, administering programs for state classified employees with respect to recruitment, testing and employment classification; determining exemption of positions from state classification in accordance with statutory provisions and established guidelines; and serving as the delegated appointing authority in grievance and disciplinary matters involving state classified employees.~~
- ~~h. Processing and recording of personnel actions, transactions and data of all University personnel except for student hourly employees.~~
- ~~i. Publishing administrative and informational manuals which provide guidance on personnel matters to University departments and employees.~~

~~j. Providing liaison between the administration and the Classified Personnel Council.~~

~~k. Administering the unemployment compensation insurance program.~~

## ~~H.2 Guidelines Covering Business Transactions~~

~~Manuals covering financial policies and procedures are issued by various administrative units under the authority of the Vice President for Administrative Services. The manuals are distributed to academic faculty members and administrative professionals and all other staff members who have responsibility for the functions covered by such manuals. For a list of all available University manuals, contact the Office of the Vice President for Administrative Services.~~

~~Before entering into any business transaction, whether for acquiring materials or recommendations for hiring personnel, an academic faculty member or administrative professional is responsible for familiarizing himself or herself with and complying with the method established for handling the transaction and the pertinent restraints which exist in the University as a public institution. Failure to follow appropriate procedures and obtain the required approvals can result in personal liability to employees who engage in unauthorized transactions. Assistance in this connection is available from administrative assistants and secretaries of colleges and departments as well as from the appropriate administrative office, e.g. Business and Financial Services, Purchasing Department, Department of Human Resource Services, etc.~~

## ~~H.3 Cash Receipts~~

~~All receipts of cash and checks intended for the University must be promptly delivered to the University Cashier's Office.~~

~~Bank accounts for the deposit of University funds are established only by the University Treasurer as approved by the Board. Other employees are not authorized to establish bank accounts for University related activities. It should be noted that the District Attorney's staff construes that embezzlement occurs if money intended for the University is deposited in a bank account which is not approved by the Board and controlled by the University Treasurer.~~

~~Normally cash and checks should only be received by the Cashier's Office. (Exceptions are specifically authorized by the Treasurer in the case of the Bookstore, Food Service, Ticket Offices and certain other activities.) Employees should encourage payers to send payments directly to the Cashier's Office.~~

~~If University money is received by an employee, it should be delivered without delay to the Cashier's Office, even if the account to be credited is not immediately known. A procedure exists for subsequent determination of the account to be credited.~~

~~Guidance on this subject is found in the *Financial Policy and Procedures Instructions Manual, FPI 23.00, Receipt and Deposit of Cash, Checks and Credit Cards*, which has been distributed to deans, directors, and department heads.~~

#### **H.4 Purchasing**

~~The University is required to adhere to regulations of the State of Colorado in its purchasing practices. Employees are cautioned NOT to place orders, make commitments, or engage the services of consultants or independent contractors except through established channels as set forth in the *Purchasing Manual*.~~

~~The University is prohibited by state law from making purchases for resale to employees or permitting personal purchases using University facilities, property, or funds, except for transactions through established outlets providing materials or services to the public such as at the bookstore, cafeteria, etc.~~

#### **H.5 Signature Authorization (last revised June 20, 2006)**

~~Authority to sign contracts and other documents committing the University, whether or not such commitments involve the direct expenditure of funds, is restricted to those individuals formally delegated such authority in writing by the Board or its delegates. The hiring of the Provost, the vice presidents, and, if requested by the Board, senior administrators (as defined in Section D.1) requires approval by the Board. Otherwise, the authority to hire academic faculty members and administrative professionals has been delegated by the Board to the President, and this authority has been further delegated by the President to the Provost and vice presidents for the administrative units under their authority. Refer to Section "B" of the *Financial Policy & Procedure Instruction Manual* and Section "8" of the *Purchasing Manual* for specific information on signature authority and contracting. Information regarding procedures for hiring can be obtained from the Department of Human Resource Services. Persons signing documents or hiring academic faculty members and administrative professionals without authority may be personally liable.~~

#### **H.6 Changes and Accountability of Property**

~~Furniture and equipment assigned to a facility or room should not be moved to another facility or room without full coordination with all users and the Office of Property Accounting.~~

~~Receipt of University equipment or other property by donation should be reported to both the Office of Property Accounting and the Office for University Advancement as soon as the equipment or other property is received. Any other receipt of property other than through established purchasing procedures should be reported to the Office of Property Accounting.~~

~~Likewise, the Office of Property Accounting should be notified when property is transferred between buildings or between departments, when property is transferred to the Purchasing Department for disposition or reassignment as obsolete, damaged, or surplus, or when property is released for trade in, or when property is lost or stolen.~~

~~Property acquired with federal funds may be transferred to another institution after approval by the Director of Purchasing, written approval by the sponsor if necessary, and verification to the Office of Property Accounting. The transfer to another institution of any other property requires the approval of the Director of Purchasing.~~

#### **H.7 Payroll Changes**

~~Appropriate notice reporting the appointment, change of salary level or source of funds, termination, or absence without pay of any University employee should be completed by the head of the department, approved by the appropriate dean or director and/or vice president, and delivered to the Department of Human Resource Services as soon as the necessary information is available. Guidance on personnel and payroll matters is found in the *Personnel Payroll Manual*. The Department of Human Resource Services supplies all necessary payroll forms.~~

#### **H.8 Methods of Salary Payment (*Last revised May 5, 1999*)**

~~Employees on twelve (12) month appointments receive one-twelfth (1/12) of their annual salary on the last working day of each month.~~

~~Employees on nine (9) month appointments are employed for the period August 16 through May 15 of each fiscal year. Nine (9) month employees receive one-ninth (1/9) of their salary on the last working day of each month with the exception of the months of August and May. In August, these employees receive one-half (0.5) of one-ninth (1/9) of their salary and in May one-half (0.5) of one-ninth (1/9) of their salary.~~

~~Full time employees on nine (9) month appointments may distribute their nine (9) month salary over twelve (12) months provided they execute a request form in the Department of Human Resource Services prior to August 1. Employees on sabbatical leave are eligible for this method of salary payment. Election of a twelve (12) month pay schedule does not change the basic status of an employee on a nine (9) month appointment to a twelve (12) month appointment.~~

~~Employees, usually academic faculty members, employed for one (1) semester of the academic year receive one-half (0.5) of the annual nine (9) month rate regardless of the exact dates of the semester involved. Also, individuals who hold appointments for the academic year, but resign after one (1) semester, receive one-half (0.5) the annual nine (9) month rate regardless of the exact dates of the semester.~~



### **H.9 Withholding Tax**

~~Each new employee should report to the Department of Human Resource Services immediately upon assuming his or her duties and fill out a W-4 Withholding Tax Form. Employees should submit a revised W-4 Form whenever the number of dependents change. Federal law makes such notification mandatory within ten (10) days of the time the number of dependents decreases and permissible at any time when the number increases.~~

### **H.10 Medicare Tax**

~~Federal law requires that all employees hired after April 1, 1986, are subject to a tax of 1.45 percent of salary which is automatically deducted from each employee's paycheck. This Medicare Tax will enable University retirees with no Social Security credit to be eligible for Part "A" of Medicare (hospital insurance) when they become sixty-five (65) years old. Employees hired prior to the above date do not participate.~~

### **H.11 Bonding**

~~Each person in the paid employ of the State of Colorado is bonded for \$100,000. Contact the Office of Risk Management for further information. NOTE: Authorized volunteers are not bonded.~~

### **H.12 Termination Pay Procedures**

~~Determination of the final work day and payment for accrued annual and sick leave for employees resigning from the University shall be as follows:~~

- ~~a. The last official work day reported on the Personnel Action Sheet is the termination date.~~
- ~~b. Payment for accrued annual leave is included in the employee's final paycheck if all required documents have been processed.~~
- ~~c. Payment for accrued sick leave (up to the maximum allowable amount) is made only where termination is incident to retirement, as that term is defined for purposes of PERA or the University's Defined Contribution Retirement Plan (hereinafter referred to as "DCP") (whichever is applicable).~~
- ~~d. No payroll deductions will be made from the final paycheck for insurance or other items that are paid in advance by the employee. However, the Internal Revenue Service ("IRS") Tax Code provides that premiums which are paid by salary reduction will be taken from the final salary paycheck. For further information, contact the Department of Human Resource Services.~~

### **H.13 Use of University Facilities**

~~Academic faculty members and administrative professionals have an obligation to understand and comply with the general operational and administrative policies or guidelines of the University regarding facilities use. Information regarding such policies or guidelines is available from the Office of the Vice President for Administrative Services.~~

### **H.14 Smoking in Campus Buildings (last revised May 2, 2007)**

~~Smoking is prohibited in all University buildings and within twenty-five (25) feet of any entrance, passageway, operable window, or ventilation system. Willful violations of this policy may result in disciplinary action.~~

### **H.15 Sign and Poster Regulations**

~~The erection of signs on the grounds of the campus or on the exterior of campus buildings shall be in conformity with the campus graphics program and must be approved by the Physical Development Committee prior to installation. Signs which have not received approval will be removed. Regulations for poster display and complete details of the sign and poster regulations are found in the *Colorado State University Administrative Manual*. Contact the Office of the Vice President for Administrative Services with questions concerning this policy.~~

### **H.16 Use of State Owned Vehicles**

~~State owned vehicles are available for required official University use and may be secured on a temporary basis. Vehicle requirements should be determined as far in advance as possible of the anticipated need and a minimum twenty-four (24) hour notice should be given to the University Transportation Services before the time the vehicle is needed. State owned vehicles must be used only for official University purposes. A detailed brochure entitled, *Use of State Owned Vehicles*, covers procedures, rates, and regulations, and is available from the University Transportation Services. This brochure also explains the rules regarding the use of state vehicles by students for official University business.~~

#### **H.16.1 Liability Insurance**

##### **a. State Owned Vehicles**

~~Individuals are covered by the University's automobile liability insurance when they are operating a University vehicle provided the following conditions are met:~~

~~Any employee of the State of Colorado while operating a motor vehicle owned by the State of Colorado, but only while such a vehicle is being used or operated while~~

~~conducting official business of the State of Colorado, and any other person operating a state-owned vehicle (except certain patients outside of medical or mental health care facilities), but only when such vehicle is being used with the express permission of an employee in an official capacity with the State of Colorado which is authorized to grant such permission, and then only while the use of such vehicle is for the purpose of conducting state business. Authorized volunteers may drive University state-owned vehicles while on official business of the state. NOTE: independent contractors and persons serving in court ordered public service are NOT covered by the University's vehicle liability insurance.~~

#### **b. Personal Vehicles**

~~Individuals using their own personal vehicles while conducting University business are covered by their own insurance company for liability coverage as the primary insurance; University coverage becomes secondary. Also, the University does not provide for comprehensive or collision coverage for damage to personal vehicles.~~

~~Additional information regarding insurance coverage on University vehicles is available from the Office of Risk Management.~~

#### **H.17 Responsibilities of Being a Student Group Advisor**

~~An advisor is selected by a student group and serves upon mutual agreement among the student group, the advisor, and the advisor's administrative head. The role of the advisor is to provide guidance in fiscal matters, assistance in attaining group goals, encouragement of open lines of communication among students, faculty members, and staff, and continuity to the group from year to year. When a faculty member or staff member is confirmed as an advisor to a student group, this role as an advisor will constitute an assigned University duty.~~

#### **H.18 Auditing**

~~To support all audits of the University, all departments and employees shall cooperate with and provide access to all University records and properties relevant to the subject under review. The University Controller acts as the University's audit liaison and should be contacted regarding any audit questions.~~

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-11 Academic Faculty and Administrative Professional Manual  
Revisions: Section I – Academic and Legal Matters

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section I – Academic and Legal Matters.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section I – Academic and Legal Matters - are requested because ASCSU has requested the adoption of an honor pledge in CSU courses. Also, Section H has been eliminated, but Section H.17 is being retained and moved to Section I.15. Finally, revisions to Section I.8 are requested to save time and money. The results of the student course survey will now be posted on the Web, and the original forms will no longer be returned to the instructor. The new language allowing access to digitized course forms to departments is provided to address two scenarios. First, the instructor might want a colleague to view the forms and provide feedback on them. Second, departmental codes can allow such access, as prescribed in Section E.12.1.

NOTE: Revisions are noted in the following manner:  
Additions *Italics* Deletions ~~oversecore~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
REVISIONS AND ADDITIONS - 2010-11

**SECTION I: ACADEMIC AND LEGAL MATTERS**

**I.1 Colorado Open Records Act**

*no change*

**I.2 The Family Educational rights and Privacy Act of 1974**

*no change*

**I.3 Colorado Open Meetings Law**

*no change*

**I.4 Letters of Recommendation**

*no change*

**I.5 Academic Integrity Policy and Academic Misconduct Procedures**

**~~I.7.25.1 Student Appeals of Decisions Involving Violations of  
Instructor Responsibilities Regarding the Academic  
Integrity Policy~~**

Course instructors <sup>1</sup> ~~and departments are expected to use  
reasonably practical means of preventing and detecting  
academic misconduct~~ shall work to enhance a culture of  
*academic integrity at the University* (see the *Colorado  
State University General Catalog* for the Academic  
Integrity Policy).

- a. Each course instructor shall state clearly in his or  
her course syllabus that the course will adhere to  
the Academic Integrity Policy of the Colorado  
State University General Catalog and the Student  
Conduct Code. The TILT Academic Integrity  
website provides examples of possible wordings for  
the course syllabus:*

*<http://tilt.colostate.edu/integrity>*

***b. By the end of the second week of the course and/or in the course syllabus, the course instructor shall address academic integrity as it applies to his or her course components, such as homework, written assignments, lab work, group projects, quizzes, and exams. Examples of items to address include, but are not limited to, the use of class notes, study sheets, and solution manuals; appropriate uses of sources, Internet or otherwise; receiving assistance from others; and the use of prior work. More examples are available in the General Catalog section on Academic Integrity and on the TILT Academic Integrity website.***

***c. The course instructor shall decide which course components will use an honor pledge. For those course components, the course instructor shall provide the opportunity for students to sign an affirmative honor pledge. The honor pledge shall include one of the following statements and may be expanded according to instructor, department, or college practices and policies:***

***HONOR PLEDGE: I have not given, received, or used any unauthorized assistance.***

***HONOR PLEDGE: I will not give, receive, or use any unauthorized assistance.***

***Examples of other wordings, including the Honor Pledge endorsed by the Associated Students of Colorado State University, may be found on the TILT Academic Integrity website.***

***A course instructor may offer the student the opportunity to write out the pledge if deemed practicable. Students may be given the opportunity to include an honor pledge along with electronic submissions of their work.***

***A student's decision to forego signing the honor pledge shall not be used as evidence of academic misconduct and shall not negatively impact a student's grade.***

*d. Instructors shall follow the following procedures when they feel academic misconduct has occurred:*

If a course instructor has evidence that a student has engaged in an act of academic misconduct in his or her course, prior to assigning any academic penalty, the course instructor shall notify the student of the concern and make an appointment with the student to discuss the concern. The student shall be given the opportunity to give his or her position on the matter. After being given this opportunity, if the student admits to engaging in academic misconduct, or if the course instructor judges that the preponderance of evidence supports the allegation of academic misconduct, the course instructor may then assign an academic penalty. *The course instructor may refer the case to the Office of Conflict Resolution and Student Conduct Services for a Hearing before deciding on a penalty.*

~~Examples of academic penalties include assigning a reduced grade for the work, assigning a failing grade in the course, removing the Repeat/Delete option for that course, or other lesser penalty as the course instructor deems appropriate.~~ The course instructor shall notify the student in writing of the infraction and the academic penalty to be imposed. A copy of this notification shall be sent to the Office of Conflict Resolution and Student Conduct Services. *Examples of academic penalties include assigning a reduced grade for the work, assigning a failing grade in the course, removing the Repeat/Delete option for that course, or other lesser penalty as the course instructor deems appropriate.*

If, after making reasonable efforts, the course instructor is unable to contact the student or is unable to collect all relevant evidence before final course grades are assigned, he or she shall assign an interim grade of Incomplete and notify the student in writing of the reason for this action.

If evidence of academic misconduct is discovered after the final course grades have been submitted, the course instructor shall follow the above procedure in properly notifying the student and providing an opportunity for the student to give his or her position on the matter before making a decision about any academic penalty. The course instructor must notify the student in writing of the infraction and any academic penalty subsequently imposed. A copy of this notification shall be sent to the Office of Conflict Resolution and Student Conduct Services.

If the course instructor so desires, he or she may request that the Office of Conflict Resolution and Student Conduct Services conduct a Hearing to determine whether additional disciplinary action should be taken by the University, or if the offense warrants the addition of the “AM” (Academic Misconduct) notation to the student’s transcript.

### ***1.5.2 Student Appeals***

If ~~the a~~ student disputes a decision of a course instructor regarding alleged academic misconduct, he or she may request a Hearing with the Office of Conflict Resolution and Student Conduct Services. The request must be submitted (or postmarked, if mailed) no later than thirty (30) calendar days after the first day of classes of the next regular semester following the date the grade for the course was initially recorded or subsequently revised. If no appeal is filed within this time period, the decision of the course instructor shall be final.

If a Hearing is conducted by the Office of Conflict Resolution and Student Conduct Services, it shall determine whether or not a preponderance of evidence exists in support of the allegations of academic misconduct and whether additional disciplinary action should be taken by the University.

If the Hearing results in a finding of insufficient evidence to support the allegation of academic misconduct or clears the student of the charge, the course instructor shall determine a grade based on the student's academic performance and without any



consideration of the charge of academic misconduct and change any previously assigned grade accordingly. If the Hearing results in a finding of academic misconduct, the Hearing Officer and the course instructor shall confer regarding appropriate sanctions. The course instructor shall make the final decision regarding academic penalties, which may include, among other options, a reduced grade for the course or removal of the Repeat/Delete option. The Hearing Officer shall make the final determination regarding disciplinary sanctions.

***1.5.3 Transcript Notation for Academic Misconduct***

In the case of a serious infraction or repeat offense of academic misconduct that is upheld through a Hearing, the Hearing Officer and the course instructor shall decide whether the student's transcript shall be marked with a notation of "AM," which shall be explained on the student's transcript as a "finding of Academic Misconduct." A notation of "AM" shall be made on the student's transcript only if both the Hearing Officer and the course instructor agree that this penalty should be imposed. Grades marked on the student's transcript with the designation "AM" shall not be eligible for the Repeat/Delete option.

***1.5.4 Records and Further Action***

Information regarding incidents of academic misconduct is kept on file in the Office of Conflict Resolution and Student Conduct Services. No further action is initiated unless the incident constitutes a serious infraction, the student has a prior record of University infractions, or there are subsequent reports of misconduct.

**I.56 Course Examination Policies**

**I.56.1 Final Examinations**

*no change*

**I.56.2 Evening or Saturday Examinations**

*no change*

**~~I.7.1~~ Student Appeals of Grading Decisions**

*no change*

**I.8 Student Course Survey**  
*no change*

The Student Course Survey is designed to provide feedback to course instructors and is to be used for course improvement. In addition, it is designed to provide information for students to make informed choices about courses. Each term, course instructors shall conduct a student survey of all the courses they teach through a system administered by the University utilizing the standardized University wide instrument. ~~After the responses are tabulated, the original forms shall be forwarded only to the course instructor, and a quantitative summary of each course surveyed shall be forwarded directly to the course instructor, and released to the Associated Students of Colorado State University ("ASCSU"), provided that ASCSU contributes a fair share, not to exceed half, of the required financial resources to operate this program.~~ *At the end of each term, survey forms shall be digitized and responses shall be tabulated. Summaries of responses for each course surveyed shall be posted at <http://coursesurvey.colostate.edu>. Access to the summaries shall be granted to anyone with a CSU eid. Access to digital copies of the survey forms shall be granted only to the course instructor(s), to individuals explicitly granted access by the instructor, and to any other persons granted access by the department code. Costs for conducting and providing access to survey results shall be shared by the University and the Associated Students of Colorado State University (ASCSU). ASCSU's financial contribution shall not exceed half of the required financial resources to operate this program.* The Committee on Teaching and Learning is responsible for making recommendations regarding the survey instrument and its use. Changes to the Student Course Survey shall be approved by Faculty Council.

**I.69 Grades of Incomplete**  
*no change*

~~**I.7 Appeals of Academic and Disciplinary Decisions Involving Students**~~

~~**I.7.310 Student Appeals of Disciplinary Decisions Made by University Hearing Officers**~~

~~**I.7.310.1 Appeals Process**~~  
*no change*

~~**I.7.310.2 University Discipline Panel**~~  
*no change*

**I.911 Students Called to Active Duty**  
*no change*

**I.102 Degrees Awarded Posthumously**  
*no change*

**I.113 Attendance at Graduation Ceremonies**  
*no change*

**I.124 Classroom Policies**  
*no change*

**~~H.171.15~~ Responsibilities of Being a Student Group Advisor**

*An advisor is selected by a student group and serves upon mutual agreement among the student group, the advisor, and the advisor's administrative head. The role of the advisor is to provide guidance in fiscal matters; assistance in attaining group goals; encouragement of open lines of communication among students, faculty members, and staff; and continuity to the group from year to year. When a faculty member or staff member is confirmed as an advisor to a student group, this role as an advisor will constitute an assigned University duty.*

**I.136 Field Trips and Other Similar Sanctioned Off-Campus Activities**  
*no change*

**I.147 Limitation on Study for Advanced Degrees by Academic Faculty**  
*no change*

**I.158 Colorado Tuition Classification Law Restriction**  
*no change*

**I.169 Policies Regarding Controlled Substances, Illicit Drugs, and Alcohol**  
*no change*

**I.720 Faculty Liability**  
*no change*

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<sup>1</sup> The term "course instructor," as used in Section ~~I-7~~, is applicable to all persons responsible for assigning grades, including graduate teaching assistants.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

CSU: Emeritus Rank Designations

RECOMMENDED ACTION

MOVED, that the Board of Governors approve the conferral of the rank of Emeritus upon those faculty members listed below:

College of Applied Human Sciences

Kenneth Allen - Professor  
Brian Dunbar – Professor

Food Science and Human Nutrition  
Construction Management

College of Engineering

Steven R. Abt – Professor  
Douglas Hittle – Professor and Director  
Solar Energy Applications Lab

Civil & Environmental Engineering  
Mechanical Engineering

College of Natural Sciences

Oren P. Anderson – Professor and  
Department Chair  
Gary E. Maciel – Professor  
Stephen Thompson – Professor and  
Distinguished Teaching Scholar

Chemistry  
Chemistry  
Chemistry

EXPLANATION:

Presented by Tony Frank, President

The faculty members listed above have met the qualifications to be awarded the status of Emeritus as set forth in the CSU Academic Faculty and Administrative Professional Manual.

**Emeritus Rank Designation Summaries**  
**Colorado State University, Fort Collins**  
**June, 2011**

**College of Applied Human Sciences**

Kenneth Allen

Food Science and Human Nutrition

Dr. Allen has had an illustrious 33-year career as a well-funded scientist and an excellent teacher at CSU. His research is in the area of copper metabolism. He received six National Institute of Health (NIH) and United States Department of Agriculture RO-1 grants supporting his laboratory studies on copper's role in lipid peroxidation, eicosanoid production, and anti-oxidant metabolism, toxicity and connective tissue integrity. This copper metabolism research supported about 20 graduate students and resulted in a approximately 30 publications in leading journals.

In the mid-1990s, in collaboration with Dr. Mary Harris, he changed the focus of his research to omega-3 fatty acids – their roles in eicosanoid production and their influence on gestational duration. Gestational duration and premature delivery emerged as a significant health issue, and dietary omega-3 fatty acids were implicated as agents that might ameliorate the prevalence of shortened gestation and premature delivery. USDA (RO-1 type) and private foundation grants supported these studies which resulted in about 20 publications sand provided support to approximately 12 graduate students.

Dr. Allen has collaborated with laboratories and investigators in several CSU departments (Physiology, Anatomy, Clinical Sciences) and with investigators at the University of Pittsburgh Medical School, Purdue University, Washington State University, and the University of Arkansas. These collaborations were in the area of fatty acids and eicosanoids and resulted in numerous publications.

His teaching in the Department of Food Science and Human Nutrition has been concentrated in the graduate program where he has taught the Advanced Nutritional Sciences courses for 30 years to both Masters and Ph.D. program students. In addition, he has been the primary faculty member responsible for the Recent Developments in Human Nutrition courses where new ideas, studies and emerging topics in nutrition are discussed. For about 15 years, he has taught the senior level metabolism course for dieticians.

Brian Dunbar

Construction Management

Dr. Dunbar's focus during his career was helping his students build meaningful, expansive careers based partly on the knowledge and skills he was able to impart to them. Whether it was a drawing, drafting, design, building systems or sustainable building class, he always attempted to convey the benefits and importance of high quality work within the subject matter.

Some of the highlights of his career here include:

- The Interior Design Expo, held each spring from 1984-2000.
- Participating in the redesign of the Interior Design curriculum between 1986 and 1988. Input was provided by students, design programs around the country, and by other CSU Colleagues. That curriculum redesign helped the Interior Design Program at CSU move in a positive direction that served the industry and many students well.
- In 1993-1994, Dr. Dunbar was part of an interdisciplinary group that created the Institute for the Built Environment. IBE was established in the College of Applied Human Sciences and has brought together students, faculty, and off-campus professionals from architecture, interior design, construction, landscape architecture, engineering, and many other disciplines to work on research and service-learning projects focused on green building and sustainable development. The IBE has been recognized as an early leader in green building education and research within and outside of Colorado. Beyond the applied research on sustainability, sustainable development and green, LEED certified building projects, the most important contributions that IBE has made to date involve the development of students as green professionals. IBE interns continue to move into excellent positions with design, construction, governmental, and consulting firms across the nation and in countries such as Pakistan, Cyprus, Costa Rica, and Brazil.
- He created a graduate program in Sustainable Building within the Department of Construction Management. This was instituted in 2002, one of the first programs of its kind in the world.

## **College of Engineering**

### **Steven Abt - Professor**

#### **Civil and Environmental Engineering**

Dr. Abt is retiring after more than 34 years of service. During his tenure, he has successfully advised over 110 M.S. and 18 Ph.D. students to degree completion. In addition, he has served as a committee member or outside committee member for over 80 graduating graduate students. As a principle or co-principle investigator, he has worked on well over 150 projects valued at over \$16M in sponsored contracts and grants. He has taught 26 courses at both the graduate and undergraduate level within the Department of Civil and Environmental Engineering. He has served in an acting or interim position (i.e. Dean, Associate Dean, Department Head, ERC Director, Assistant Department Head, etc.) for 14 of the 34 years, in many cases dual assigned.

Dr. Abt has authored or co-authored 83 refereed journals; 17 refereed books, manuals, discussions, and other publications; 10 general publications in magazines and bulletins; 118 conference proceedings papers; 12 conference proceedings books edits; 16 conference posters; and 175 reports.

Dr. Abt has never taken a sabbatical leave. However, from May 2006 through May 2007, he was deployed for the U.S. Army to Baghdad, Iraq serving in the rank of Major General. While in Iraq, he served as Director of Operations and Deputy Director, Iraq Reconstruction Management Office in the U.S. Embassy. His responsibilities encompassed the project selection, approval, allocation and/or accountability of nearly \$3.5B of new reconstruction funds, \$3B of continuing

reconstruction funds, and approximately \$1.5B of security and capacity building funds. These project funds supported over 2500 projects to build/rebuild Iraqi infrastructure. He supervised 100 civilian subject matter experts and technical staff. He worked routinely with Iraqi national ministers and directors general, and the leadership of the U.S. Embassy and the Multi-National Force-Iraq. He traveled to over 140 project field sites throughout the country.

Dr. Abt has been active as a Fellow of the American Society of Civil Engineers serving as the chairman of the Executive Committee, Hydraulic Division and President of the Environmental and Water Resources Institute in addition to numerous technical and administrative task committees and councils. HE has been active in the International Erosion Control Association, American Water Resources Association (past Journal Associate Editor) and the Transportation Research Board (Hydraulics, Hydrology and Water Quality Committee). He has served as a reviewer for each of the technical journals published by each of these organizations.

Recognitions received by Dr. Abt over his 34 years include: the Ralph R. Teetor Award (ASEE), Dow Chemical Outstanding Young Faculty Award, Jack E. Cermak Undergraduate Advising Award, ASCE Water Resources Division Service Award, ASCE Hydraulics Division Service Award, the Oliver Pennock Award for Outstanding Service to Colorado State University, the Colorado American Council of Engineering Companies General Palmer Award, Bronze and Silver Orders of the de Fluery medal (Army Engineer Association), and special recognition from the American Academy of Water Resources Engineering.

His university service included terms on the Faculty Council, several Faculty Council committees, University and College Graduation Marshalls, special committees for the VP Research and Provost, Facilities Management, ROTC Advisory Board, and numerous College and Department committees.

Douglas Hittle

Mechanical Engineering

Dr. Hittle joined the CSU faculty in 1989. During his career at CSU, he taught and did research in applied thermal sciences, specifically the solar energy and building energy areas. He is a Fellow of the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE), and has made significant contributions to CSU and to the engineering profession.

**College of Natural Sciences**

Oren Anderson

Chemistry

In his more than 30 years at CSU, Professor Anderson made significant contributions in the area of structural chemistry, with a strong emphasis on single crystal X-ray diffraction. Professor Anderson's research efforts led to well over 200 refereed publications and a current

“h-factor” of 48, clearly establishing him as an important contributor to the field of crystallography. In addition, for many years, Professor Anderson has overseen the X-ray facilities in the Chemistry department and served as the director of X-ray crystallography consortium, which brings together researchers from across the Front Range, including faculty and students from undergraduate institutions such as Fort Lewis College in Durango as well as other neighboring institutions such as the University of Wyoming and the University of Colorado. In this capacity, Professor Anderson has had tremendous impact on structural chemistry research far beyond that occurring at CSU.

Perhaps even more than his outstanding research contributions, Professor Anderson has played a key role in education during his career at CSU. He took a special interest in undergraduate education. For many years, he served as the department’s academic advisor to the Honors program. He taught many courses across the chemistry curriculum from the most basic General Chemistry to upper division inorganic courses and the capstone senior seminar. Dr. Anderson was a perennial favorite in the courses he taught. Indeed, the last time he taught CHEM 117, he received 100% strongly agree/agree responses to questions regarding the teacher being knowledgeable about the subject, enthusiastic about the course, organized, prepared for class, impartial on assigning grades, creating an atmosphere of learning and of respect for students, as well as being willing to help students. In 2003, he received the College of Natural Sciences Award for Excellence in Undergraduate Instruction as well as the prestigious Willard O. Eddy Teacher Award from the Colleges of Natural Sciences and Liberal Arts. Likewise, his classroom teaching at the graduate level, primarily in-depth courses on x-ray crystallography have been extremely well received over the years.

In addition to these contributions to the research and teaching missions of the department and university, Dr. Anderson served as Department Chair for 10 years. Under his leadership, more than a dozen faculty members were added to the department’s ranks and the central instrument facility was expanded dramatically to include multiple instruments designed for materials research. For these, among other, contributions, CSU honored him with the Oliver P. Pennock Distinguished Service Award in 2002.

Gary Maciel  
Chemistry

In his 40 years at CSU, Professor Maciel made significant contributions in the area of Nuclear Magnetic Resonance (NMR) spectroscopy, both theory and application. Professor Maciel’s research efforts focused heavily on the application of NMR techniques to solid state samples, environmental problems such as pollutants in soil samples, biomass conversion (i.e. development of biofuels), and analysis of thin films of a range of materials. Professor Maciel’s wide research interests led to more than 365 refereed publications, garnering nearly 14,000 citations and a current “h-factor” for Professor Maciel of 63, clearly establishing him as an important contributor to the field of NMR. From 1978 to 1990, Professor Maciel was the Director of the CSU NMR Center, which serviced not only the CSU community, but the entire front range community. Via both the center and individual/collaborative research proposals, Professor Maciel had continuous extramural grant support through 2009 from federal agencies,



including NSF, DOE, and NIH as well as from private companies and foundations. Although the center ceased to exist in 1990, it is still recognized as having been instrumental in the development of multiple NMR techniques and for training of dozens of students and post docs. Thus, Professor Maciel's work has had tremendous impact on the use of NMR spectroscopy far beyond that occurring at CSU and has created a legacy that will continue long after his retirement.

As noted above, Professor Maciel's long career at CSU has produced not only outstanding research, but also enormous contributions to the training and education of students. He has had somewhere in the neighborhood of 65 Ph.D. and 7 M.S. students graduate from his group over the years and has served as a mentor to numerous postdocs, visiting scientists, and other distinguished visitors to his labs. Remarkably, even in his last semester at CSU, he is supervising 1 Ph.D. student and 1 M.S. student who plan to finish their degrees in May. Thus, he has remained active in graduate education literally throughout his tenure at CSU. His efforts in both research and education have garnered numerous awards and recognition including AAAS Fellow, the ACS Colorado Section Award, the Sigma Xi/CSU Honor Scientist, and editorial board membership on a number of prominent journals in his field. In recognition of his work on recruiting and educating graduate students, the Maciel graduate fellowship was established in 1998 by a private donation. This fellowship provides continuing support for outstanding physical chemistry students, currently supporting three graduate students in the department.

Stephen Thompson  
Chemistry

Dr. Thompson began his career at Colorado State in 1969 and has since been honored with numerous awards in recognition of his outstanding teaching, including being one of the first four CSU Distinguished Teaching Scholars (2000), recipient of the Colorado State Board of Governors Award for Excellence in Undergraduate Teaching (2005), the CSU Alumni Association Teacher of the Year Award (2003), the N. Preston Davis Award for Instructional Innovation (1993), the U.S. Department of Education Mina Shaughnessy Scholar Award (1984), and the L.W. Durrell Distinguished Award for Innovative Teaching Methods (1977).

In total, he has taught over 55,000 undergraduate students in 2,500 courses and laboratories over the past 40 years at CSU. He exemplifies excellence in teaching as described by the CSU Board of Governors: "Excellence in teaching involves creating a process of inquiry that stimulates the curiosity of students and that helps them to develop and probe ideas." Steve personifies teaching that increases motivation, challenges students and channels inquiry. He directed the undergraduate chemistry laboratory program at CSU for many years and is a pioneer in the development and application of Small-Scale Science methods in chemistry instruction at the secondary and post-secondary school levels.

As Director of the Center for Science, Mathematics, and Technology Education (2005-2010), Steve continued to broaden the participation of underrepresented groups in science,

mathematics, and technology including working with the Key Academic Community of underrepresented and first generation undergraduates (1999-2010); American Indians Bridging Culture with Small-Scale Science funded by the EPA and Packard Foundation (1998); Triunfo/Triumph Tutoring Program (2005-2010); and El Centro Math-Science-Technology Day (1994-2009).

Dr. Thompson is the developer of numerous innovations in teaching, learning curricula and research tools in Small-Scale Chemistry and Small-Scale Science including Labtop: An Integration of Theory & Practice (FIPSE, 2006-2010); Powerful Pictures: A Conceptually-based Curriculum for First-Year Chemistry (FIPSE, 2001-2004); The Solutions Project: Reducing the Cost of Laboratory Education (EPA, 1998-2001); Pollution Prevention in Community College Instructional Laboratories (EPA, 1997-1999); S3TARL Small Scale Science: Teachers As Researchers (NSF & CCHE, 1992-1995); and Rocky Mountain Teacher Education Collaborative (NSF, 1995-1999).

Stretch Goal or Strategic Initiative: N/A Board approval of this administrative action is required by statute and/or CCHE or Board policy.

MATTERS FOR ACTION:

CSU: Revisions to Sabbatical Leave for 2011-2012

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve revisions to the recommendations for sabbatical leave for 2011-2012 for the Colorado State University faculty members listed below.

EXPLANATION:

Presented by Tony Frank, President

The recommendations for sabbatical leave are reviewed at the Department, College, and University levels and have received approval at each level. In this case, the proposal has been evaluated and judged appropriate with strict adherence to CCHE guidelines.

College of Engineering

Steve Reising	Electrical & Computer Engineering	Cancel (AY 11-12)
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College of Natural Sciences

Robert Williams	Chemistry	Cancel (AY 11-12)
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Board of Governors of the  
Colorado State University System  
Meeting Date: June 20, 2011  
Consent Item

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Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Nondelegable Personnel Actions

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve nondelegable personnel actions as submitted by Colorado State University – Fort Collins.

EXPLANATION:

Presented by Tony Frank, President

At its May 3, 1995 meeting, the Board approved a policy delegating personnel power to the institutional presidents with the exception of specific personnel actions. This agenda item allows for action on such personnel decisions.

Board of Governors of the  
Colorado State University System  
Meeting Date: June 20, 2011  
Consent Item

<b>LEAVE OF ABSENCE</b>						
	<b>NAME</b>	<b>DEPARTMENT</b>	<b>FROM</b>	<b>TO</b>	<b>TYPE</b>	<b>LEAVE TYPE</b>
1	Applegate, Donald R	CEMML	4/27/11	5/24/11	12/Spec	LWOP/FMLA
2	Balignasay, Jose	CEMML	3/15/11	3/15/11	12/Spec	LWOP/Personal
3	Balignasay, Jose	CEMML	3/17/11	3/17/11	12/Spec	LWOP/Personal
4	Barela-Bloom, Carla	CASA	3/29/11	3/31/11	12/Reg	LWOP/Personal
5	Campbell, Corey	Biochemistry & Molecular Biology	1/1/11	8/15/11	12/Spec	LWOP/Departmental
6	Davies, Amalia	Ag & Resource Economics	4/1/11	4/30/11	9/Spec	LWOP/Voluntary Furlough
7	Farrell, Shannon L	Library	5/19/11	6/3/11	12/Reg	LWOP/Personal
8	Kruh-Garcia, Nicole A	MIP	4/27/11	6/30/11	12/Spec	LWOP/Maternity-Paternity
9	Lowrey, Robert C	Student Legal Services	4/8/11	4/8/11	12/Reg	LWOP/Departmental
10	Lowrey, Robert C	Student Legal Services	4/15/11	4/15/11	12/Reg	LWOP/Departmental
11	Lowrey, Robert C	Student Legal Services	5/23/11	5/23/11	12/Reg	LWOP/Departmental
12	Lowrey, Robert C	Student Legal Services	5/27/11	5/27/11	12/Reg	LWOP/Departmental
13	Moore, Chester G	MIP	4/1/11	5/15/11	12/Spec	LWOP/Personal
14	Orswell, Forrest M	Student Legal Services	4/1/11	4/1/11	12/Reg	LWOP/Departmental
15	Orswell, Forrest M	Student Legal Services	4/15/11	4/15/11	12/Reg	LWOP/Departmental
16	Orswell, Forrest M	Student Legal Services	4/18/11	4/18/11	12/Reg	LWOP/Departmental
17	Orswell, Forrest M	Student Legal Services	5/20/11	5/20/11	12/Reg	LWOP/Departmental
18	Orswell, Forrest M	Student Legal Services	5/27/11	5/27/11	12/Reg	LWOP/Departmental
19	Pfister, Gregory	Electrical & Computer Engineering	11/1/10	6/30/11	12/Spec	LWOP/Departmental
20	Saeedi, Bejan J	MIP	5/1/11	5/31/11	12/Spec	LWOP/Personal
21	Sample McMeeking, Laura B	School of Education	4/14/11	6/21/11	12/Spec	LWOP/Maternity-Paternity
22	Schwebach, Elizabeth M	Admissions	3/1/11	4/30/11	12/Reg	LWOP/Maternity-Paternity
23	Seidl, Andrew F	Ag & Resource Economics	8/16/11	5/15/12	9/Reg	LWOP/Departmental
24	Winberry, Elizabeth H	Admissions	3/17/11	3/19/11	12/Reg	LWOP/Illness

Strategic Initiative: N/A Board approval of this administrative action is required by statute and/or CCHE or Board policy.

**MATTER FOR ACTION:**

Faculty Disciplinary Action Due Process Policy. A motion to adopt the proposed permanent Faculty Disciplinary Action Policy (FDAP) and related modification to the existing Dismissal Policy was approved by the CSU-Pueblo Faculty Senate on Monday, February 7, 2011 and by a majority of faculty voting in a faculty referendum completed on Monday, March 7, 2011.

**RECOMMENDED ACTION:**

MOVED, that the Board of Governors of the Colorado State University System hereby approve adoption of a permanent Faculty Disciplinary Action Due Process Policy.

**EXPLANATION:**

Presented by Dr. Peter Dorhout, Provost and Vice President for Academic Affairs.

A permanent Faculty Disciplinary Action Policy was initially developed by the Faculty Procedures and Policy Committee (FPP) in consultation with University Legal Counsel and Administration, Faculty Senate, and faculty-at-large during AY2007-2008, at the request of the CSU-System Board of Governors and the Provost.

That original policy was approved by Faculty Senate and by a majority of faculty voting in a faculty referendum in April 2008, with the understanding that it would become effective immediately and supersede the Provost's interim policy on the same subject issued on January 29, 2008, and that it would thereafter be incorporated into Chapter 2 of the Faculty Handbook upon approval by the CSU-System Board of Governors.

Due to changes in the University System Legal Counsel office which occurred in summer 2008, that original policy was not able to go forward to the Board of Governors at that time. Since that time, FPP has developed a series of revisions in response to a variety of administrative and legal concerns.

The current version of Faculty Disciplinary Action Policy was developed in collaboration with University System Legal Counsel, and formally reviewed and approved by that office.

**MOTION: ADOPTION OF PERMANENT  
FACULTY DISCIPLINARY ACTION DUE PROCESS POLICY**

A motion to adopt the proposed permanent Faculty Disciplinary Action Policy (FDAP) and related modification to the existing Dismissal Policy was approved by the CSU-Pueblo Faculty Senate on Monday, February 7, 2011 and by a majority of faculty voting in a faculty referendum completed on Monday, March 7, 2011

**Key features of the proposed permanent policy are summarized on pages 2 – 3 of this document.**

**The full text of the proposal and an ancillary proposal appear in the following two documents:**

*FDAP Proposal.pdf*

*FDAP Board Composition Proposal.pdf*

A permanent Faculty Disciplinary Action Policy was initially developed by the Faculty Procedures and Policy Committee (FPP) in consultation with University Legal Counsel and Administration, Faculty Senate, and faculty-at-large during AY2007-2008, at the request of the CSU-System Board of Governors and the Provost.

That original policy was approved by Faculty Senate and by a majority of faculty voting in a faculty referendum in April 2008, with the understanding that it would become effective immediately and supersede the Provost's interim policy on the same subject issued on January 29, 2008, and that it would thereafter be incorporated into Chapter 2 of the Faculty Handbook upon approval by the CSU-System Board of Governors.

Due to changes in the University System Legal Counsel office which occurred in summer 2008, that original policy was not able to go forward to the Board of Governors at that time. Since that time, FPP has developed a series of revisions in response to a variety of administrative and legal concerns.

The current version of Faculty Disciplinary Action Policy was developed in collaboration with University System Legal Counsel, and formally reviewed and approved by that office.

## **CSU-Pueblo Faculty Disciplinary Action Policy EXECUTIVE SUMMARY**

### **Purpose of the Faculty Disciplinary Action Policy**

To promote the conditions necessary to fulfill the central mission of the University, while providing protections to individual faculty members against whom allegations of misconduct to that mission may be brought.

### **General Principles and Scope of the Policy**

It is desirable that intervention in response to misconduct takes place before the conduct escalates into a serious problem and that resolution occur informally.

This policy may not be used to restrain faculty members in their exercise of employment, constitutional or academic freedom rights.

Guarantees of basic fairness for an individual accused of misconduct lies in the *process* created with this policy. Issues relating to Faculty job *performance*, which falls under existing APR and CPTR policies are NOT subject to the provisions of this policy.

This policy applies only to tenure and tenure-track faculty.

### **Violations**

Specific faculty conduct subject to this policy must meet criteria regarding 1) substantial neglect of duties and responsibilities; 2) unethical or illegal personal conduct which impairs the functioning of the individual at the university, or impairs the functioning of the University; 3) violation of the ethics of the academic profession; 4) action that prevents other members of the University community from fulfilling their responsibilities; or 5) conduct that violates federal, state or local civil rights law, including illegal forms of harassment .

### **Possible Sanctions**

Sanctions which might be imposed, range from mild to severe, and may be arrived at through informal (preferred) or formal procedures. Faculty development to avert future misconduct is the preferred sanction. Some examples of sanctions are reassignment, oral or written reprimand, censure, restitution, time-limited loss of prospective employment benefits or privileges, and completion of the terms of a remediation plan.

### **Procedures**

Allegations are to be lodged with the immediate supervisor of the faculty member accused of misconduct, and may be lodged by any members of the faculty, staff, or administration. Allegations may be resolved informally, or through a formal process. The formal process proceeds in several stages, including peer review of the allegations and evidence. At all stages, timelines have been incorporated to allow adequate time for responses by the respondent, on the one hand, and the administration and the review committee, on the other hand. Based on consideration of the Faculty Hearing Committee's report, the Provost shall issue a written decision. The respondent retains the right to appeal to the University President, whose decision concerning sanctions, if any, will be final.

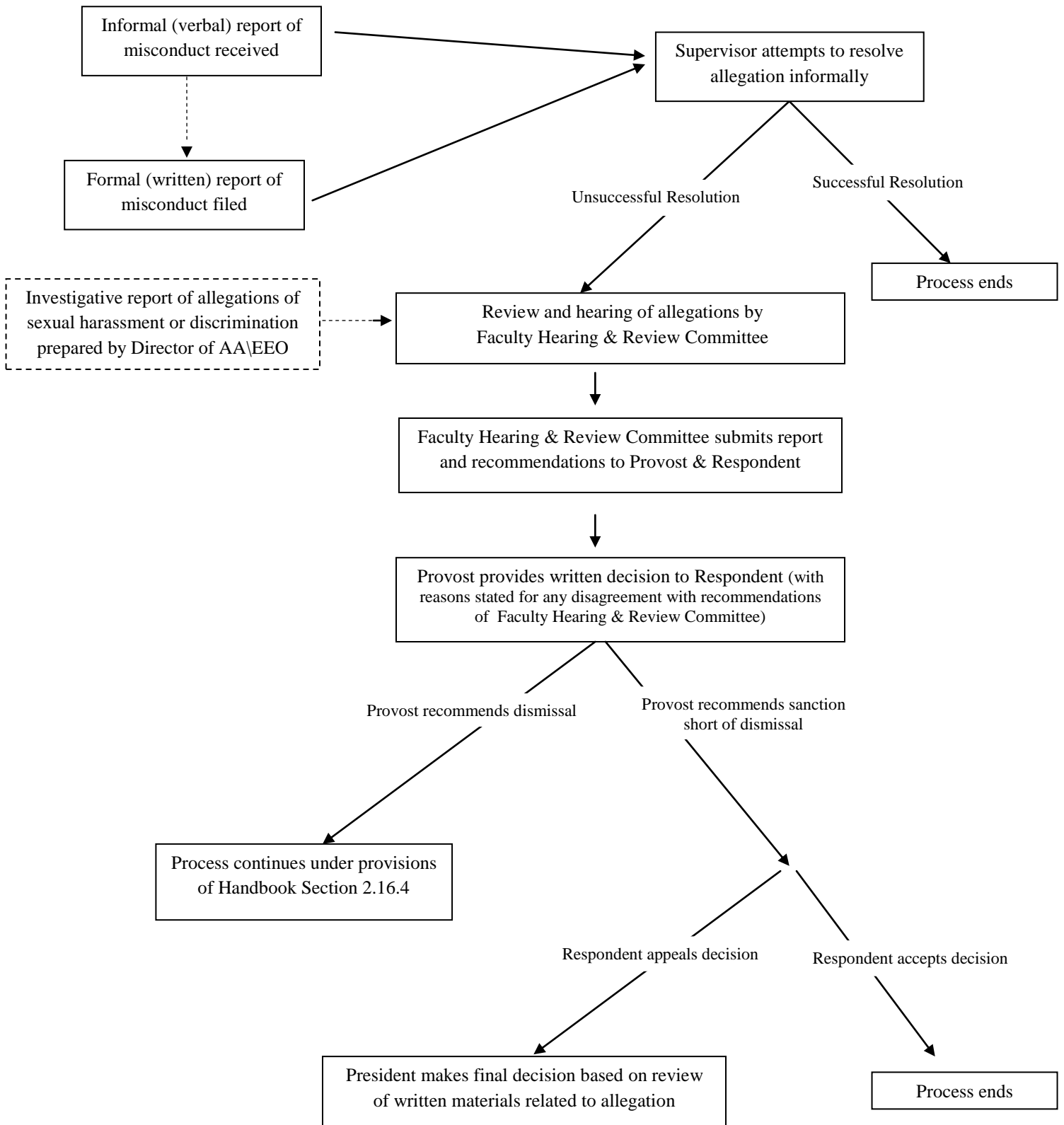
### **Connections to Existing Grievance and Dismissal Policies** (Handbook Sections 2.17 and 2.16.4, respectively)

Grievances pertaining to alleged infringement of a faculty member's employment, constitutional or academic freedom rights are permitted, but the *results* of the FDAP procedure cannot be the basis of a grievance.

In some cases, the FDAP procedure might lead to a provost recommendation for dismissal, at which point the faculty member has the right to an appeal at the Board of Governor's level appeal stage in accordance with the Dismissal Policy.



## Proposed Faculty Disciplinary Action Procedure (tenure\tenure track) - Flowchart



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- Once approved by BoG for inclusion in the Faculty Handbook, this policy will become Section 2.16 of that handbook, with subsequent sections re-numbered accordingly. Cross-references included in this policy to other sections of the Handbook would then also need to be verified and re-numbered as appropriate.

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## Faculty Disciplinary Action Policy

### 1) Statement of Purpose and General Principles

- a) The central mission of any University is the expansion, integration and communication of knowledge through teaching and research. To fulfill this mission, faculty and administration have a shared responsibility to create and protect a campus environment which promotes free inquiry and the exchange of ideas. The purpose of this policy is to promote conditions necessary for such an environment to exist, while providing protections to ranked academic faculty (as defined in Section 2.2.1.1 of the Faculty Handbook) against whom allegations of misconduct may be brought.

The authority of administration to impose disciplinary sanctions on faculty under certain circumstances derives from the shared recognition by the faculty and the administration that the purpose of such disciplinary action is to preserve this environment. Faculty rights and responsibilities with respect to maintaining conditions hospitable to such an environment include:

- i) ensuring academic freedom and integrity in research and teaching;
- ii) establishing norms for teaching responsibilities and for evaluation of both faculty and student achievement;
- iii) fully participating in shared governance especially in matters of curriculum, faculty appointment and promotion, and selection of supervisory administrative officials; and
- iv) ensuring peer and institutional judgments in matters of promotion, tenure, and discipline take place in accordance with fair procedures and due process, and solely on the basis of the faculty members' professional qualifications and professional conduct.

Faculty also have an obligation to comply with jointly developed University policies and procedures that define faculty responsibilities to students, colleagues, University governance, the academic and local communities, the state and the general public. In particular, all faculty are obligated to live up to high standards of professional conduct and integrity (see Section 2.5.2, Professional Ethics).

- b) A basic tenet of this policy is that intervention before misconduct escalates into a serious problem is in the interests of both the institution and the individual faculty member. The availability of sanctions less serious than dismissal allows greater flexibility in and ability to respond appropriately to problematic faculty behavior. This policy further encourages prompt response to misconduct by stressing informal resolution and rehabilitative responses when sanctions are deemed appropriate. However, use of this policy may also be the basis for dismissal in cases of serious and/or repeated misconduct.
- c) All problems or concerns involving faculty conduct should be resolved informally whenever possible before the filing of a formal allegation. Prior to accepting a formal written allegation, the administrative officer receiving the report shall inform the person who wishes to file the formal allegation:
  - i) that procedures for informal reporting are available;
  - ii) that informal resolution may occur even after a formal written allegation is accepted, and that, in such cases, a verbal warning may result in no permanent written record of the allegation.
- d) This policy recognizes that guarantees of basic fairness to an individual against whom an allegation is filed can only lie in a *process* which provides for an opportunity to be heard at a meaningful time in a meaningful way, and a decision supported by substantial evidence and based on review by a faculty body. Simultaneously, only a clearly defined process provides assurances to individuals who file allegations and other members of the university community that misconduct will be taken seriously and appropriately addressed. Because adequate review of and appropriate action in response to allegations of faculty misconduct is important both to fulfill the mission of the University and to protect individual faculty rights, prompt reporting of alleged misconduct is encouraged.

## 2) Scope of Policy

- a) This policy does not address issues pertaining to inadequate or incompetent *performance*; see Faculty Handbook Section 2.9 (Annual Performance Review) and Section 2.10.3.2 (Cumulative Post Tenure Review) for policies in this regard. Results of disciplinary action proceedings through this policy may only be used to penalize faculty in Annual Performance Reviews or other performance evaluations to the extent that the conduct is germane to the faculty member's performance in teaching, scholarship or service.
- b) This policy applies only to circumstances serious enough to warrant some form of disciplinary action. Allegations of minor misconduct which does not substantially impair fulfillment of the University's mission should be resolved via informal means at all times, if possible.
- c) This policy deals only with the professional responsibilities, ethical principles, and standards of conduct that pertain to the professional obligations of faculty members. A faculty member's activities that fall outside the scope of employment shall constitute misconduct only if such activities adversely affect the legitimate interests of the University.
- d) Use of disciplinary action or the threat of disciplinary action under this policy to restrain faculty members in their participation in shared governance or their exercise of employment, constitutional or academic freedom rights shall constitute grounds for a grievance.
- e) No individual shall avail themselves of this policy in bad faith or for an improper purpose.

## 3) Applicability of Policy

- a) This policy applies to all tenured or tenure-track faculty, and shall in no way abrogate the normal tenure review process defined in Section 2.10.2 of the Faculty Handbook.
- b) The procedures stipulated in this policy operate independently of procedures for non-reappointment of tenure-track faculty contracts in Sections 2.10.2.3 and 2.16.3 of the Faculty Handbook.
- c) Administrators who hold faculty rank may be subject to disciplinary action under this policy for alleged misconduct that involves their duties in a faculty role. In such cases, imposition of disciplinary sanction must proceed in accordance with the procedures for discipline outlined herein. Inadequate or incompetent administrative performance does not constitute grounds for disciplinary sanction under this policy.

## 4) Violations

Specific faculty conduct which could lead to the imposition of disciplinary action must meet one or more of the following criteria:

- a) Substantial and manifest neglect of duties and responsibilities, which impairs teaching, research, or other normal and expected services to the University, including, but not limited to, ongoing neglect of responsibilities specified in Faculty Handbook Section 2.8.2.1.1, Absence and Class-Related Duties;
- b) Conduct, including unethical or illegal/criminal conduct, which substantially impairs the individual's fulfillment of his or her institutional responsibilities or impairs the University in fulfilling its mission, including, but not limited to, violation of Faculty Handbook Section 2.7.1, Conflict of Interest (see especially 2.7.1.1.3);
- c) Violation of the ethics of the academic profession (see Faculty Handbook Section 2.5.2, Professional Ethics), including, but not limited to, plagiarism in published works or scientific/research misconduct;
- d) Action that results in preventing other members of the University community from fulfilling their responsibilities.
- e) Conduct that violates federal, state or local civil rights law, or University policy pertaining to Equal Employment Opportunity/Anti-Discrimination laws.

## 5) Disciplinary Sanctions

- a) Sanctions are disciplinary actions ranging from mild to severe that may be imposed on an individual as punishment or corrective actions. This range of sanctions from minor to major constitutes progressive discipline. The concept of progressive discipline acknowledges that a faculty member may be responsible for misconduct that, while serious, does not justify dismissal. However, the imposition of any sanction must be regarded as a serious disciplinary step and even a first offense may warrant a serious sanction including, but not limited to, dismissal. (See Section 19 of this policy below.)
- b) Informal resolution should be considered whenever appropriate.
- c) In cases where sanctions are deemed appropriate, sanctions which provide support for faculty development are in the best interest of the faculty and the university and are generally preferred.
- d) Sanctions, if imposed, must appropriately correspond to the nature, the severity, and the frequency of the infraction. Appropriate sanctions may include, but are not limited to, the randomized list below.
  - i) Reassignment to other duties for which the faculty member is professionally qualified
  - ii) Reassignment of workspace
  - iii) Written reprimand  
Written record of inappropriate behavior and warning of possible future consequences should behavior continue or reoccur
  - iv) Censure  
Public announcement of institutional rebuke that contains a brief description of the censured conduct and other sanctions, if any, imposed, maintained in the faculty member's personnel file
  - v) Restitution  
For instance, payment due to individuals or to the institution for monetary damages.
  - vi) Loss of prospective employment benefits or privileges of rank for a stated period  
For instance, reduction in salary, temporary suspension of regular or merit increases in salary, temporary suspension of promotion eligibility, temporary loss of summer teaching employment, temporary suspension of travel or other University funds, denial or revocation of a sabbatical leave.
  - vii) Completion of a specific plan for remediation (developed through collaboration of the faculty member, the chair and the dean) within a specified period of time.  
Elements of a remediation plan might include, but are not limited to, modified work assignments, mentoring by another faculty member, classroom monitoring, mandatory training/counseling specific to the nature of the violation. If mentoring or periodic monitoring is deemed the necessary discipline, primary responsibility should be in the hands of other faculty.
  - viii) Dismissal from the university.
- e) Reduction in faculty rank, such as from associate professor to assistant professor, is an inappropriate sanction, except in situations where the promotion is obtained by fraud or dishonesty, or as an alternative to dismissal in situations involving serious misconduct.

## 6) Confidentiality

- a) Confidentiality provisions for allegations of unlawful harassment are governed by a separate policy; information concerning these provisions is available from the office of the Director of AA/EEO.
- b) The confidentiality of disciplinary action allegations and proceedings shall be maintained as allowed by law throughout the process and after the final decision, subject only to the need of the respondent and others at the University to comply with the processes specified herein and to present evidence concerning the allegation in other administrative or judicial proceedings.

The sole exceptions to this provision are:

- i) In cases where the final appeal results in a decision to censure, the University shall issue a written statement of censure through the President's office according to specifications of final sanction recommendation.
- ii) The respondent has the right to share information regarding the outcome of the proceedings, following issuance of a final decision.
- iii) The individual(s) filing the original allegation have the right to request information concerning the final outcome of the proceedings. The respondent and/or the administration could, for reasons of confidentiality, decline to grant this request, with reasons provided for their decision.

**7) Procedures for Allegations involving Unlawful Harassment, Discrimination, or Retaliation**

Procedures appropriate for filing allegations of unlawful harassment, discrimination, or retaliation should be followed before any action is taken pursuant to this process. Information concerning these procedures is available from the office of the Director of AA/EEO.

**8) Informal Allegations involving Conduct other than Unlawful Harassment, Discrimination, or Retaliation.**

- a) The University recognizes that most instances of faculty misconduct are minor and should be resolved informally whenever possible before the filing of a formal allegation.
- b) Informal reports of alleged faculty misconduct should be made to the immediate supervisor of the respondent, except with an allegation filed by that supervisor, in which case the alleged misconduct should be reported with the administrator next in line.
- c) If an informal resolution is not achieved, either the officer or the person reporting may invoke the formal process.

**9) Filing a Formal Allegation concerning Conduct other than Unlawful Harassment, Discrimination, or Retaliation.**

- a) A formal allegation shall require submission of a signed written statement of the allegation which specifies with reasonable particularity the alleged grounds for disciplinary action.
- b) A formal allegation shall be filed with the immediate supervisor of the respondent, except with an allegation filed by that individual, in which case the allegation shall be filed with the administrator next in line to the respondent's immediate supervisor. Should the administrator to whom the allegation is reported fail to act upon the report in a manner specified by this policy within 5 working days of its receipt, then the person reporting the allegation may also file the allegation with the administrator next in line.
- c) In the event that an individual attempts to file an allegation with a higher level administrator than is authorized by this policy, that administrator shall inform the claimant of the proper procedure and direct him/her to the appropriate individual with whom to file.
- d) Any member or group of members of the faculty, staff, or administration of the University may file an allegation against a member of the faculty. Student complaints concerning faculty conduct that falls under this policy should be reported by the student(s) to the appropriate administrator (usually the immediate supervisor of the respondent), who then assumes the responsibility to file an allegation as appropriate.

**10) Faculty Member Notification and Initial Response to Formal Allegations involving Conduct other than Unlawful Harassment, Discrimination, or Retaliation.**

- a) As soon as possible and no later than five (5) working days after receiving a written allegation, the administrator with whom the allegation was filed shall provide a copy of the written allegation to the respondent(s).
- b) Should there be evidence that suspension of the responding faculty member may be warranted per the guidelines stated in Section 2.16.5 (Suspension), the President shall be immediately notified of the allegation.
- c) Upon notification of an allegation, the responding faculty member may submit a written response; should she/he elect not to do so at this stage of the process, the right to submit a written response at a later stage is not forfeited.

**11) Informal Resolution of Formal Allegations involving Conduct other than Unlawful Harassment, Discrimination, or Retaliation.**

- a) Every effort shall be made to resolve the matter informally under the direction of the administrator with whom the allegation was filed. For minor issues of demeanor or professionalism, resolution may include a verbal warning which does not constitute official disciplinary action and which does not become part of the responding faculty member's personnel files. For cases involving more serious allegations which result in a verbal warning or informal resolution, a written record will become part of the responding faculty member's personnel files. All informal resolution agreements must be forwarded in writing to the Provost for review (per section (14) of this policy).
- b) If informal resolution is not reached within ten (10) working days of faculty notification of the allegation (or sooner at the request of the responding faculty member), the administrator with whom the allegation was filed shall forward the allegation to the Provost with a written request to initiate the Hearing Process. The Dean of the respondent shall be notified of the allegation at this time, if such notification has not already occurred per the requirements of this policy.

**12) Resolution by Written Agreement to Formal Allegations involving Conduct other than Unlawful Harassment, Discrimination, or Retaliation.**

At any time in these proceedings, the Provost and the faculty member may seek to resolve the matter by agreement. If the agreement involves a demotion or reduction in pay, the agreement must be approved by the President to become effective. In all other cases, the Provost is authorized to accept the Agreement.

**13) Hearing Procedure for Formal Allegations**

- a) Immediately upon receipt of a request to initiate the Hearing Process, the Provost shall initiate procedures for formation of an ad hoc Faculty Hearing and Review Committee to serve as a fact finding and consultative body to the Provost. This committee will be authorized to make finding of facts, to determine whether the charges are substantiated by a preponderance of evidence, and, if any charges are substantiated, to recommend appropriate sanction(s) to the Provost.
- b) Prior record of sanctions should *not* be presented or considered in the hearing process.
- c) Selection Procedure for Faculty Hearing and Review Committee

The ad hoc Faculty Hearing and Review Committee will consist of five faculty members randomly selected from among those faculty currently serving on the Faculty Disciplinary Action Board described in Section (17) of this policy. The Director of AA/EEO will be responsible for conducting this random selection process at a special meeting of the Faculty Disciplinary Action Board specifically convened for the purpose. In order to initiate this process, the Provost shall direct the Director of AA/EEO to convene a meeting of the Faculty Disciplinary Action Board within five (5) working days of receipt of a request to initiate the Hearing Process.

All members of the Faculty Hearing and Review Committee must be tenured faculty members whose contractual duties throughout their service on the Faculty Hearing and Review Committee include no more than half-time administrative duties. Faculty working under a transitional retirement plan are eligible to serve, but faculty on sabbatical leaves are not eligible.

Members selected to serve on the Faculty Hearing and Review Committee shall recuse themselves from consideration of any faculty disciplinary action proceedings if a potential or actual conflict of interest or lack of impartiality arises. In this event, a replacement will be randomly selected by the Director of AA/EEO from the remaining members of the Faculty Disciplinary Action Board.

Faculty selected for service on an ad hoc Faculty Hearing and Review Committee will serve on that committee throughout the hearing process, irrespective of their term of service on the Faculty Disciplinary Action Board.

- d) At any time in these proceedings, the Provost and the respondent may, by mutual consent, agree to waive any of the time limits provided herein.
- e) Service of notice of the hearing will be made within five (5) working days following formation of the committee. Written notification shall be transmitted both as an attachment to the respondent's campus e-mail account and deposited in campus mail for transmission to the respondent. The hearing shall commence within twenty (20) working days following receipt of the notice by the respondent unless the respondent requests an earlier hearing and

the Faculty Hearing and Review Committee concurs. A notice is deemed to have been received five (5) working days after it is electronically mailed and deposited in campus mail for transmission to such person.

- f) The Faculty Hearing and Review Committee may hold organizational meetings, in executive session, which may include meetings with the complainant or respondent as needed, to (1) clarify the issues, (2) effect stipulations of facts, (3) provide for the exchange of documentary or other information, (4) formulate a list of potential witnesses, and (5) achieve such other appropriate pre hearing objectives as will make the hearing fair, effective, and expeditious. Faculty Hearing and Review Committee meetings are not subject to Colorado Open Meeting Laws.
- g) The Faculty Hearing and Review Committee may consult with the Office of General Counsel or legal counsel appointed by the General Counsel.
- h) The hearing and recommendations for action will be limited to the allegations specified in the formal statement. Any additional allegations emerging during the hearing may be considered only after new statements regarding such allegations have been filed with the Hearing Committee.
- i) In cases involving allegations of unlawful harassment, discrimination, or retaliation, the Faculty Hearing and Review Committee shall review the investigative report of the Director of AA/EEO, and shall give strong deference to the findings and recommendations contained therein. Additional fact finding is not required in these cases.
- j) The burden of proof rests with the Administration and will be satisfied only by a preponderance of evidence at hand in the record considered as a whole; any previous allegations or sanctions shall not be admitted as evidence.
- k) During the hearing, the respondent and the Faculty Hearing and Review Committee will be permitted to have an academic advisor and/or legal counsel present. Advisors and legal counsel may provide advice, but they may not actively participate in the proceedings by making opening or closing statements, conducting examination of any party or witness, making objections or attempting to argue the case. Counsel for any participant shall be free to advise his or her client fully throughout the proceeding, including assisting the client in formulating any required written documentation and helping the client prepare for any oral presentations. Should counsel fail to adhere to these guidelines, the Faculty Hearing and Review Committee may excuse counsel from the proceedings.
- l) The respondent and the Faculty Hearing and Review Committee will be afforded an opportunity to obtain the names of all witnesses to be heard in the proceedings and the nature of their proposed testimony and documentary or other evidence. The administration will cooperate with the respondent and the Faculty Hearing and Review Committee in securing witnesses and making documentary and other non-privileged tangible evidence available.
- m) The respondent and the Faculty Hearing and Review Committee shall have the right to hear all testimony and question all witnesses at the hearing. Furthermore, the respondent must be afforded the opportunity to question the person(s) filing the Statement at the hearing. Witnesses, including the person(s) filing the allegation, shall not be present during the testimony of others.
- n) Although Faculty Hearing and Review Committee is not bound by strict rules of legal evidence, every possible effort will be made to obtain the most reliable evidence available.
- o) An electronic recording of the proceeding shall be kept. A printed copy shall be made available, without cost, to the respondent at the respondent's request. The University shall bear the cost.
- p) Following completion of the hearing and/or review, the Faculty Hearing and Review Committee shall retire for private discussion and review.
  - i) These deliberations shall remain confidential to the extent permitted by law and shall be followed by a vote.
  - ii) In cases involving allegations of unlawful harassment, discrimination, or retaliation, the committee shall give strong deference to the written report of the Director of AA/EEO.
  - iii) No disciplinary action will be recommended unless at least 2/3 of the Faculty Hearing and Review Committee concur.
  - iv) Following a formal decision in favor of disciplinary action, information about prior sanctions, informal resolution agreements, or other findings regarding the same or similar conduct by the respondent, shall be provided by the provost to the Faculty Hearing and Review Committee. The Faculty Hearing and Review Committee may consider such information in making recommendations for new sanctions.
  - v) In cases where the committee determines there is sufficient evidence to warrant dismissal, the committee may so recommend.

- vi) Recommendations of the Faculty Hearing and Review Committee shall include a comprehensive and detailed report summarizing the relevant facts and the conclusions reached in assessing those facts. If any members of the Faculty Hearing and Review Committee disagree with the committee's recommendations, the report shall include a summary of their reasons for disagreement with the majority.
- vii) A recommendation to censure shall specify the medium through which and audience to whom the public announcement of institutional rebuke shall be made.
- q) The Faculty Hearing and Review Committee shall issue its report to the Provost and the respondent with recommendations concerning sanctions within eight (8) working days of completion of the hearing. Upon issuance of its report, the Faculty Hearing and Review Committee shall be disbanded.

#### **14) Imposition of Sanctions**

- a) Within 5 working days of his/her receipt of the Faculty Hearing and Review Committee findings and recommendation, the Provost shall issue a written decision. This decision will indicate specific sanctions to be imposed, if any, up to and including a recommendation of dismissal.
- b) If the Provost disagrees with the recommendations of the Faculty Hearing and Review Committee, it should be for compelling reasons and stated in writing.
- c) If the Provost recommends dismissal, written notice of this decision shall be forwarded directly to the President for review and approval, with a copy to the respondent. If the President concurs with the provost's recommendation, written notice of dismissal must be sent from the President to the respondent by registered mail within 15 working days of receipt of the Provost's recommendations. This notice must include reasons for, evidence supporting, the effective date of dismissal, and the responding faculty member's right to a review hearing in accordance with the provisions of Sections 2.16.4.
- d) For sanctions short of dismissal, the Provost's written notice of his/her decision shall be forwarded to the respondent, and must include notification of the respondent's right to appeal a decision to sanction in accordance with the provisions of Section (19) of this Faculty Disciplinary Action Policy.

#### **15) Appeal and Review of Provost's Decision to Sanction**

- a) Within 5 working days of the issuance of a decision by the Provost to impose sanctions short of dismissal, the respondent may submit written notification to the President of his/her intention to appeal of the decision of the Provost.
- b) If no appeal is requested, the Provost's decision shall be reviewed and approved by the President prior to becoming effective.
- c) If an appeal is requested, the respondent shall submit a written statement of appeal, not to exceed five (5) pages, to the President's Office within 15 working days of the issuance of a decision by the Provost to impose sanctions, inclusive of the 5 days specified in Section (15a) of this policy. This statement shall specify the respondent's grounds for appeal, including any allegation that specific provisions of this policy were violated during disciplinary proceedings.
- d) The final decision of the President shall be based only on a review of the entire record of the formal hearing, including the respondent's written statement of appeal.
- e) A final decision shall be rendered by the President within 15 working days of receipt of the respondent's statement of appeal.

#### **16) Written Records**

All written records, including the formal allegation and any response; committee reports and recommendations, including any minority statement; administrative reviews of committee recommendations; appeals and results of appeals; and final actions, shall become part of the respondent's permanent Personnel File.



## 17) Faculty Disciplinary Action Board

As specified in Section 13 of this policy, the members of an ad hoc Faculty Hearing and Review Committee will be randomly selected from among the members of the standing Faculty Disciplinary Action Board. The membership of the Faculty Disciplinary Action Board shall include two tenured academic faculty from each electing unit other than the Library (elected by the unit), one tenured academic faculty member from the Library (elected by the unit), and two at-large faculty members (elected by the Faculty Senate).

In addition to serving as the candidate pool for members of ad hoc Faculty Hearing and Review Committee for any case that reaches the hearing level of the process, the Faculty Disciplinary Action Board shall be responsible for meeting at least once each academic year with University legal counsel to review this Faculty Disciplinary Action Policy. The Faculty Disciplinary Action Board is also responsible for making recommendation to Faculty Senate and University administration concerning the need for changes in these faculty disciplinary action policies and procedures.

All members of the Faculty Disciplinary Action Board must be ranked academic faculty who hold tenure at the time of appointment and whose contractual duties throughout their service on the Faculty Appeals Board include no more than half-time administrative duties. Faculty working under a transitional retirement plan are eligible to serve, but faculty on sabbatical leaves are not eligible. Vacancies in the membership of the Faculty Appeals Board shall be filled by the electing body within 10 working days.

Further details concerning the election of Faculty Disciplinary Action Board members and the duties of this board are included in Section 1.2.5.3 of the Faculty Handbook.

## 18) Relation of Disciplinary Action and Grievance Procedure

- a) A disciplinary action is distinguished from a grievance action in that a disciplinary action generally is commenced against a faculty member based on allegations that the faculty member has engaged in conduct prohibited by this policy. A grievance action is initiated by a faculty member, typically against an administrator, who believes that he or she has suffered injury as the result of a violation of the faculty member's rights or privileges. A grievance action specifically requests the University to take appropriate action to eliminate or mitigate the faculty member's injury.
- b) The imposition of sanctions outside the procedures stipulated within this policy shall constitute grounds for a grievance under Section 2.17 of the Faculty Handbook.
- c) Grievances aimed at reversing the decision of a final appeal to impose sanctions under this Faculty Disciplinary Action Policy shall not be permitted under Section 2.17 of the Faculty Handbook.
- d) Allegations that specific provisions of this Faculty Disciplinary Action Policy were violated during disciplinary proceedings shall not constitute grounds for a grievance under Section 2.17 of the Faculty Handbook, but shall receive due consideration at the appeal level (see Section 15 above).

## 19) Relation of Disciplinary Action Policy and Dismissal Procedure

If the Provost recommends dismissal and the President concurs with the Provost's recommendation, the hearing conducted under Section (13) of this policy shall serve the role of the hearing review specified in Section 2.16.4 (Dismissal). In these cases, the respondent shall maintain the right to an appeal at the Board of Governor's level, in accordance with the provisions of Sections 2.16.4.

## 20) Retaliation

Retaliation and/or acts of reprisal against a person who makes allegations pursuant to this policy, who participates as a witness, or who serves in a decision-making capacity pursuant to this policy is strictly prohibited. Disciplinary action against a person who brings allegations pursuant to this policy in bad faith or for an improper purpose does not constitute retaliation or an act of reprisal.

## Creation of Faculty Disciplinary Action Board<sup>1</sup>

### 1.2.5.3<sup>2</sup> Faculty Disciplinary Action Board

- a. Purpose of Board:  
To implement hearing procedures related to faculty disciplinary action cases.
- b. Membership of Board:
  1. Two tenured academic faculty from each electing unit other than the Library, elected by the unit. Academic Unit Representatives will serve a two year term, provided that one of the initial appointees shall be selected for a one-year term so that one position shall be open for election each academic year in each electing unit other than the Library.
  2. One tenured academic faculty member from the Library, elected by the unit. The Library Representative will serve a two year term.
  3. Two faculty elected by the Faculty Senate from the faculty at large. Voting for at-large members will take place at the final Faculty Senate meeting of the academic year preceding that in which the elected member will serve. Voting at that meeting shall be by secret ballot. At-large representatives will serve a two year term, provided that one of the initial appointees shall be selected for a one-year term so that one at-large position shall be open for election each academic year.
  4. The term of service of each member will begin and end on the first day of class of the fall semester. Academic unit elections for new members should be conducted accordingly.
  5. All members of the Faculty Disciplinary Action Board must be ranked academic faculty who hold tenure at the time of appointment and whose contractual duties throughout their service on the Faculty Disciplinary Action Board include no more than half-time administrative duties. Faculty working under a transitional retirement plan are eligible to serve, but faculty on sabbatical leaves are not eligible.
  6. Vacancies in the membership of the Faculty Disciplinary Action Board shall be filled by the electing body within 10 working days. E-mail ballots are permitted.
- c. Duties/Procedures of Board:
  1. Meet at least once each academic year with University legal counsel to review the Faculty Disciplinary Action Policy.
  2. In faculty disciplinary action cases for which a formal hearing is required, five members of the Faculty Disciplinary Action Board will be randomly selected to serve as an ad hoc Faculty Hearing and Review Committee for the duration of that case, as described in Section 13 of the Faculty Disciplinary Action Policy.  
  
In such cases, the Director of AA/EEO will be responsible for convening a special meeting of the Faculty Disciplinary Action Board and for conducting the random selection process of five members to serve on the ad hoc Faculty Hearing and Review Committee at that meeting. In the event that a selected member has a conflict of interest in the case, a replacement will be randomly selected by the Director of AA/EEO from among the remaining members of the Faculty Disciplinary Action Board.  
  
Faculty selected for service on an ad hoc Faculty Hearing and Review Committee will serve on that committee throughout the hearing process, irrespective of their term of service on the Faculty Disciplinary Action Board.
  3. Recommends to Faculty Senate and to University administration concerning the need for changes in the faculty disciplinary action policies and procedures.

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<sup>1</sup> Creation of this new board is proposed to implement provisions of the Faculty Disciplinary Action Policy (FDAP); see sections 13c and 17 of the full FDAP proposal for further details.

<sup>2</sup> Section 1.2.5 pertains to University Advisory Boards, with subsections numbered according to the alphabetic ordering of the board names. If this motion is approved, subsequent sub-sections of Section 1.2.5 will be appropriately re-numbered.

Strategic Initiative: N/A Board approval of this administrative action is required by statute and/or CCHE or Board policy.

**MATTER FOR ACTION:**

Faculty Handbook Amendment - Sabbaticals for Librarian Professors. This motion to amend the Faculty Handbook language pertaining to sabbaticals for librarian professors was approved by the Faculty Senate on Monday, April 18, 2011 and approved by faculty referendum completed April 29, 2011. It is anticipated that these changes, if approved, will be implemented effective July 1, 2011. This motion will amend existing language in Section 2.11.2.2. of the Faculty Handbook as specified in the document “Librarian Sabbatical Proposal.pdf.”

**RECOMMENDED ACTION:**

MOVED, that the Board of Governors of the Colorado State University System hereby approve amendments to Faculty Handbook language clarifying the sabbatical policy for faculty librarians on 12 month appointments.

**EXPLANATION:**

Presented by Dr. Peter Dorhout, Provost and Vice President for Academic Affairs.

This motion clarifies the sabbatical policy for faculty librarians on 12 month appointments. It explicitly acknowledges that librarian faculty on 12 month appointments shall be compensated at full salary for a six month sabbatical leave and at half salary for a twelve month sabbatical leave. This change will ensure the Faculty Handbook documents the intent of all involved.

**MOTION TO AMEND FACULTY HANDBOOK LANGUAGE  
PERTAINING TO SABBATICALS FOR LIBRARIAN PROFESSORS**

This motion was approved by the Faculty Senate on Monday, April 18, 2011.

This motion was approved by faculty referendum completed April 29, 2011.

It is anticipated that these changes, if approved, will be implemented effective July 1, 2011.

This motion will amend existing language in Section 2.11.2.2 of the Faculty Handbook as specified in the document “Librarian Sabbatical Proposal.pdf.”

**Rationale**

This motion clarifies the sabbatical policy for faculty librarians on 12 month appointments. It explicitly acknowledges that librarian faculty on 12 month appointments shall be compensated at full salary for a six month sabbatical leave and at half salary for a twelve month sabbatical leave. This change will ensure the Faculty Handbook documents the intent of all involved.

**MOTION TO AMEND FACULTY HANDBOOK LANGUAGE  
PERTAINING TO SABBATICALS FOR LIBRARIAN PROFESSORS**

Approved by the Faculty Senate on April 18, 2011  
Approved by Faculty Referendum ending April 29, 2011



Proposed additions appear in underlined bold blue  
Proposed deletions appear in ~~red-strikeout~~



**2.11.2.2 Sabbatical Leave Policies**

- a. Sabbatical leave granted for one (1) semester shall be compensated at full salary or two (2) semesters at half salary. Faculty on 12 month appointments shall be compensated at full salary for a six month sabbatical leave and at half salary for a twelve month sabbatical leave. Information on adjustments to benefits, if such adjustments are required, is available in the Personnel/Affirmative Action Office.
- b. Absence is to be for not more than two academic semesters in cases of faculty on nine month appointments, and for not more than ~~one calendar year~~ 12 months in cases of faculty on 12 month appointments. One-semester sabbatical leaves may be taken in fall or spring. Two-semester sabbatical leaves may be taken in a single academic year or in a single calendar year. For faculty on 12 month appointments, six month or twelve month sabbatical leaves may be taken in a single fiscal year or a single calendar year.
- c. A faculty member may elect to take his or her sabbatical leave in two or more different time periods, instead of all at once, providing that he or she is able to show that this is a more beneficial arrangement for his or her professional development and for the needs of his or her department. The total of such time periods with full pay shall not exceed one half of the term of his or her annual appointment, whether it be nine or 12 months, and each grant of such total time for leave shall be made only after six years of previous full time employment.
- d. Requests for sabbatical and educational leaves to commence within any fiscal year shall be submitted in the preceding fiscal year through the department head and dean to the Office of the Provost. The submission deadline shall allow faculty members at least 30 days following the beginning of the fall semester to prepare their requests. The submission deadline may be extended when there are extenuating circumstances. Specific deadlines currently in place appear in Section 2.12.4.1.
- e. A faculty member granted sabbatical leave may hold a scholarship or receive a grant or fellowship, provided such financial aid contributes to the purpose to be served by the leave. Intention to seek a scholarship, fellowship, grant, appointment at another institution, or any other employment must be stated in the sabbatical application.
- f. Faculty members on sabbatical leave shall be given the same consideration as to rank, promotion, salary, and retention as if the leave had not been taken unless the faculty member and University waive in writing this provision at the time the sabbatical is granted.

Strategic Initiative: N/A Board approval of this administrative action is required by statute and/or CCHE or Board policy.

**MATTER FOR ACTION:**

Revisions to Dismissal and Termination Policies. A series of motions to revise existing language in the Dismissal and Termination Policies (Sections 2.16.4, 2.16.6.2.1 and 2.16.6.3.3) were approved by the CSU-Pueblo Faculty Senate and by a majority of faculty voting in a faculty referendum during the Spring 2011 semester.

**RECOMMENDED ACTION:**

MOVED, that the Board of Governors of the Colorado State University System hereby approve revisions to Sections 2.16.4, 2.16.6.2.1 and 2.16.6.3.3 of the CSU-Pueblo Faculty Handbook regarding faculty Dismissal and Termination Policies.

**EXPLANATION:**

Presented by Dr. Peter Dorhout, Provost and Vice President for Academic Affairs.

The proposed revisions were developed by the CSU-Pueblo Faculty Procedures and Policies Committee (FPP) in collaboration with the General Counsel Mr. Mike Nosler as part of a more general effort to align university policies pertaining to grievance and faculty disciplinary action. All proposed changes have been approved by the University Administration, Faculty Senate and by a majority of faculty voting in a referendum.

A description of the specific objectives of the various proposed changes follows.<sup>1</sup>

- (a) Modification of language pertaining to the definition of “dismissal” in Section 2.16.4.1 (Definitions)

The primary objective of these changes is to clarify the relation of the Dismissal Policy to policies for non-renewal of at-will faculty contracts, non-reappointment of tenure-track faculty contracts, and termination for tenure and tenure track faculty contracts.

- (b) Modification of language in the Dismissal Policy related to the initiation of a review before a faculty hearing committee.

The primary objective of these changes is to ensure the language of the Dismissal Procedure does not depend on the details of the Grievance or Faculty Disciplinary Action procedures then in place, but simply reference those procedures in general terms. Language is also introduced to clarify that faculty have the right to at most

one review before a faculty hearing committee in relation to a recommendation for dismissal.

The proposed changes in this regard include the deletions of paragraphs d, e, f in Section 2.16.4.2 (Dismissal Procedures), the addition of new paragraphs d, e in that same section, and the proposed revisions to Section 2.16.4.3 (Notification).

(c) Modification of the language in the Dismissal Policy pertaining to reasons for which a tenure-track or tenure contract faculty member may be dismissed.

The primary objective of these changes is to align the language and procedure of the Dismissal Policy with that of the proposed permanent Faculty Disciplinary Action Policy (FDAP). Language is also introduced in this section to further emphasize that faculty have the right to at most one review before a faculty hearing committee in relation to a recommendation for dismissal.

The proposed changes in this regard appear in Section 2.16.4.3.1.2 (Reasons for Dismissal of tenure and tenure-track faculty).

(d) Clarification of the (limited) circumstances under which at-will faculty are entitled to a review before a faculty Grievance Hearing Committee in relation to a dismissal decision.

The proposed changes in this regard include changes to Section 2.16.4.1 (Definitions) and the addition of a new subparagraph 2.16.4.3.1.1 (Reasons for Dismissal of at-will faculty).

(e) Replacement of the current provisions for an external hearing review of a dismissal decision at the Board of Governor's (BOG) level by a more appropriate appeals procedure at the BOG level.

The proposed changes in this regard include the deletion of current sections 2.16.4.3.2 and 2.16.4.4.3, and the addition of new sections 2.16.4.4 and 2.16.4.5.

This same BOG appeal procedure is also proposed for two other sections of the Handbook:

1. Policy concerning Termination for Prolonged Mental or Physical Illness in Section 2.16.6.2.
2. Policy concerning Termination for Reasons of Reduction in Force related to Financial Exigency in Section 2.16.6.3.3.

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<sup>1</sup> Within the proposal document itself (*Dismissal and Termination Policies Proposed Revisions.pdf*), footnotes are provided to correlate each proposed change to one of these specific objectives.

## **MOTION: PROPOSED REVISIONS TO DISMISSAL AND TERMINATION POLICIES**

A series of motions to revise existing language in the Dismissal and Termination Policies (Sections 2.16.4, 2.16.6.2.1 and 2.16.3.3) were approved by the CSU-Pueblo Faculty Senate and by a majority of faculty voting in a faculty referendum during the Spring 2011 semester.

**The rationale for these changes is described below.**

**The full text of the proposed revisions is given in the document:** *Dismissal and Termination Proposal.pdf*

The proposed revisions were developed by the CSU-Pueblo Faculty Procedures and Policies Committee (FPP) in collaboration with the General Counsel Mr. Mike Nosler as part of a more general effort to align university policies pertaining to grievance and faculty disciplinary action. All proposed changes have been approved by the University Administration, Faculty Senate and by a majority of faculty voting in a referendum.

A description of the specific objectives of the various proposed changes follows.<sup>1</sup>

(a) Modification of language pertaining to the definition of “dismissal” in Section 2.16.4.1 (Definitions)

The primary objective of these changes is to clarify the relation of the Dismissal Policy to policies for non-renewal of at-will faculty contracts, non-reappointment of tenure-track faculty contracts, and termination for tenure and tenure track faculty contracts. *See page 1 of the proposal for details.*

(b) Modification of language in the Dismissal Policy related to the initiation of a review before a faculty hearing committee

The primary objective of these changes is to ensure the language of the Dismissal Procedure does not depend on the details of the Grievance or Faculty Disciplinary Action procedures then in place, but simply reference those procedures in general terms. Language is also introduced to clarify that faculty have the right to at most one review before a faculty hearing committee in relation to a recommendation for dismissal.

The proposed changes in this regard include the deletions of paragraphs d,e,f in Section 2.16.4.2 (Dismissal Procedures), the addition of new paragraphs d,e in that same section, and the proposed revisions to Section 2.16.4.3 (Notification). *See pages 1 – 3 of the proposal for details.*

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<sup>1</sup> Within the proposal document itself (*Dismissal and Termination Policies Proposed Revisions.pdf*), footnotes are provided to correlate each proposed change to one of these specific objectives.



- (c) Modification of the language in the Dismissal Policy pertaining to reasons for which a tenure-track or tenure contract faculty member may be dismissed .

The primary objective of these changes is to align the language and procedure of the Dismissal Policy with that of the proposed permanent Faculty Disciplinary Action Policy (FDAP). Language is also introduced in this section to further emphasize that faculty have the right to at most one review before a faculty hearing committee in relation to a recommendation for dismissal.

The proposed changes in this regard appear in Section 2.16.4.3.1.2 (Reasons for Dismissal of tenure and tenure-track faculty). *See page 3 of the proposal for details.*

- (d) Clarification of the (limited) circumstances under which at-will faculty are entitled to a review before a faculty Grievance Hearing Committee in relation to a dismissal decision.

The proposed changes in this regard include changes to Section 2.16.4.1 (Definitions) and the addition of a new subparagraph 2.16.4.3.1.1 (Reasons for Dismissal of at-will faculty). *See page 1 and page 4 of the proposal for details.*

- (e) Replacement of the current provisions for an external hearing review of a dismissal decision at the Board of Governor's (BoG) level by a more appropriate appeals procedure at the BoG level.

The proposed changes in this regard include the deletion of current sections 2.16.4.3.2 and 2.16.4.4.3, and the addition of new sections 2.16.4.4 and 2.16.4.5. *See pages 4 – 6 of the proposal for details.*

This same BoG appeal procedure is also proposed for two other sections of the Handbook:

1. Policy concerning Termination for Prolonged Mental or Physical Illness in Section 2.16.6.2. *See page 5 of the proposal for details.*
2. Policy concerning Termination for Reasons of Reduction in Force related to Financial Exigency in Section 2.16.3.3. *See pages 8 – 9 of the proposal for details.*

## PROPOSED REVISIONS TO DISMISSAL POLICY

### 2.16.4 Dismissal

#### 2.16.4.1 Definitions<sup>1</sup>

“Dismissal” is a severance action by which the University, for adequate cause, ends its employment relationship with ~~term at-will, probationary tenure-track~~, or tenure contract faculty. ~~Expiration of an at-will contract and non-reappointment of a probationary faculty member are not dismissal for purposes of this section.~~ The following are not considered dismissal for purposes of this section.

- a. Expiration of an at-will contract and non-reappointment of a probationary faculty. Procedures for non-reappointment of tenure-track faculty contracts appear in Sections 2.10.2.3 and 2.16.3.
- b. Termination of tenure and tenure-track contracts for reasons of prolonged mental or physical illness and/or for reasons of reduction of force related to financial exigency. Procedures related to termination for these reasons appear in Sections 2.16.6.2 and 2.16.6.3.3 respectively.

“Adequate cause” for dismissal must be directly and substantially related to the performance of the faculty member.

#### 2.16.4.2 Procedures<sup>2</sup>

- a. The President may, if circumstances justify, suspend a faculty member pending dismissal action (Section 2.16.5).
- b. Written recommendations for dismissal shall be submitted to the Provost by the appropriate Dean, who must have consulted with the Department Chair prior to its submission.
- c. Prior to the Provost's recommendation to the President on dismissal action, the faculty member shall be notified in writing by the Provost of the proposed dismissal action with stated reasons and the faculty member afforded an opportunity to request a hearing before a faculty review committee unless such a hearing has already taken place under the provisions of the Faculty Disciplinary Action Policy. A faculty member is not entitled to pursue both a Grievance Hearing Review and a Faculty Disciplinary Action Hearing Review in relation to a recommendation for dismissal. ~~within ten (10) working days of receipt of the Provost's notice.~~
- d. ~~If a probationary or tenure contract faculty member so requests, the Provost shall constitute a Hearing Panel in accordance with the policy contained in Step Four of the grievance procedure (Section 2.17.10) for the purposes of reviewing the proposed dismissal action and the faculty member's response. For the purposes of this dismissal procedure, the Provost assumes responsibility for all actions or duties carried by the President in Section 2.17.10~~

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<sup>1</sup> Proposed revisions in this section are primarily intended to clarify the relation of the dismissal actions to policies for non-renewal of at-will faculty contracts, non-reappointment of tenure-track faculty contracts, and termination for tenure and tenure track faculty contracts. These changes were approved by Office of General Counsel in April 2011, by the CSU-Pueblo Faculty Senate on April 19, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on April 29, 2011.

<sup>2</sup> Proposed revisions in this section are primarily intended to ensure the language of the Dismissal Procedure does not depend on the details of the grievance or faculty disciplinary action procedure then in place, but simply reference those procedures in general terms. These changes were approved by Office of General Counsel in April 2011, by the CSU-Pueblo Faculty Senate on April 19, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on April 29, 2011.

- ~~e. Following receipt of the report of the Hearing Panel, and if the Provost concurs with the Dean's recommendation, the Provost's written recommendation for dismissal shall be forwarded to the President, together with copies of the Dean's recommendations and the Hearing Panel's report.~~
- ~~f. If the President concurs with the provost's recommendation for dismissal, the faculty member shall be notified in writing of dismissal and right to a review hearing in accordance with the provisions of Sections 2.16.4.3.~~

- d. Upon receipt of the Provost's notification of a proposed dismissal action related to the performance of a tenure or tenure track faculty member, the faculty member is entitled to file a formal grievance complaint in accordance with the policy contained in Section 2.17. Failure to file a formal grievance complaint within twenty (20) days of receipt of notification will forfeit the faculty member's right to a Grievance Hearing Review and the right to the appeal process specified in Section 2.16.4.4. Mediation is not required prior to a review before a Grievance Hearing Committee in these cases.

In cases related to faculty conduct for a tenure or tenure-track faculty member, the Faculty Disciplinary Action Review Hearing (conducted under the provisions of Section 13 of the Faculty Disciplinary Action Policy) will take the place of the Grievance Hearing Review specified in Section 2.17. In such cases, the faculty member has the right to the appeal process specified in Section 2.16.4.4.

At-will faculty are entitled to file a grievance complaint under the provisions of Section 2.17 only if that complaint is based on a claim that the recommendation was due to discrimination prohibited under Federal or State law or University policy. Any such complaint must be filed within twenty (20) days of receipt of the Provost's notification of a proposed dismissal action. Mediation is not required prior to a review before a Grievance Hearing Committee in these cases.

- e. In the event that a review hearing is conducted under the provisions of the Grievance Policies (Section 2.17) or under the provisions Section 13 of the Faculty Disciplinary Action Policy, the recommendations of the Hearing Committee shall be reviewed by the Provost and President per the provisions of the applicable policy.

In cases involving the performance of a tenure or tenure track faculty and in any case involving an at-will faculty member, if the faculty member does not file a formal grievance complaint within twenty (20) days of receipt of the Provost's notification of a proposed dismissal action, then the President shall issue a decision based on the Provost's recommendation within ten (10) working days. If the President concurs with the Provost's recommendation for dismissal, the faculty member shall be notified in writing of the dismissal and, in the case of tenure and tenure-track faculty, the right to an appeal in accordance with the provisions of Sections 2.16.4.4. In the case of at-will faculty, a dismissal decision by the President is final.

### 2.16.4.3 Notification<sup>3</sup>

Written notice of dismissal must be sent from the President to faculty by registered mail or by hand delivery in person to the faculty member and such notice must include reasons for, evidence supporting, the effective date of dismissal, and the faculty member's right to a review hearing. Notice of dismissal may be given at any time. Salary and benefits shall cease on the effective date of dismissal.

#### 2.16.4.3.1 Reasons for Dismissal of Tenure and Tenure-track faculty<sup>4</sup>

Dismissal for Tenure and Tenure-track faculty may occur for the following reasons:

- a. Professional incompetence that is documented by a Cumulative Performance Review (see Section 2.9.2), and in spite of prior efforts at remediation of performance;
- b. ~~continued neglect of duties or responsibilities in spite of two or more written warnings from the Dean;~~ continuing record of neglect of duties or responsibilities or sustained record of deliberate violation of the rights of others, despite the imposition of sanctions and efforts at correction or remediation of conduct through the Faculty Disciplinary Action Policy; in such cases, a Faculty Disciplinary Action Review Hearing will be conducted (under the provisions of Section 13 of the Faculty Disciplinary Action Policy) in lieu of the Grievance Hearing Committee specified in Section 2.17.
- c. conduct which endangers the safety or well-being of the faculty member or other members of the University community, or which substantially impairs or substantially disrupts the normal functions of the University; in such cases, a Faculty Disciplinary Action Review Hearing will be conducted (per the provisions of Section 13 of the Faculty Disciplinary Action Policy) in lieu of the Grievance Hearing Committee specified in Section 2.17.
- ~~e-~~ d. conviction of a felony; in such cases, a Faculty Disciplinary Action Review Hearing will be conducted (under the provisions of Section 13 of the Faculty Disciplinary Action Policy) in lieu of the Grievance Hearing Committee specified in Section 2.17.
- ~~d.~~ ~~deliberate and grave violation of the rights of others;~~
- e. continued failure to meet reasonable written and published standards for performance or conduct contained in or incorporated by reference to this Faculty Handbook, despite efforts at correction through the Annual Performance Review process (Section 2.9.1), the Cumulative Performance Review Process (Section 2.9.2), the Cumulative Post-Tenure Review Process (Section 2.10. 3.1), or the Faculty Disciplinary Action Procedure. In cases related to conduct, a Faculty Disciplinary Action Review Hearing will be conducted (per the provisions of Section 13 of the Faculty Disciplinary Action Policy) in lieu of the Grievance Hearing Committee specified in Section 2.17.

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<sup>3</sup> Proposed revisions in this section were suggested by General Counsel Mr. Mike Nosler. These changes were approved by Office of General Counsel in February 2011, by the CSU-Pueblo Faculty Senate, on February 7, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on March 7, 2011.

<sup>4</sup> Proposed revisions in this subsection are intended to (a) distinguish between dismissal proceedings based on performance concerns (which are covered by APRs, CPRs, CPTRs) and dismissal proceedings related to conduct (which are covered by FDAP); and (b) clarify how these different types of proceedings relate to other sections of the Handbook and/or to FDAP procedures. These changes were approved by Office of General Counsel in February 2011, by the CSU-Pueblo Faculty Senate, on February 7, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on March 7, 2011.

#### 2.16.4.3.1.2 Reasons for Dismissal of At-will faculty<sup>5</sup>

Dismissal for at-will faculty during the term of a contract may occur for the following reasons:

- a. professional incompetence;
- b. continued neglect of duties or responsibilities in spite of two or more written warnings from the Dean;
- c. conduct which endangers the safety or well-being of the faculty member or other members of the University community, or which substantially impairs or substantially disrupts the normal functions of the University;
- d. conviction of a felony;
- e. continued failure to meet reasonable written and published standards for performance or conduct contained in or incorporated by reference to this Faculty Handbook in spite of two or more written warnings from the Dean;
- f. violation of applicable university policy in spite of two or more written warnings from the Dean;
- g. economic or budgetary reasons;

#### ~~2.16.4.3.2 Review Hearing~~<sup>6</sup>

~~Review of dismissal for at will, probationary, or tenure contract faculty is possible on grounds of violation of academic freedom or an injury resulting from arbitrary or capricious application of the provisions of Chapter 2 of this Faculty Handbook. Requests for review of dismissal must be made directly to the Board of Governors. In any case involving review of dismissal, the burden of proof rests with the University.~~

#### ~~2.16.4.3.3 Procedures for Review of Dismissal~~<sup>7</sup>

~~If the faculty member seeks a review of the dismissal action on grounds specified in Section 2.16.4.3.2, the faculty member shall have the right to a hearing before an impartial Hearing Officer. The faculty member's letter requesting a review hearing must include the reasons and grounds for the appeal and the remedy sought.~~

~~Expenses and fees for the Hearing Officer shall be paid by the Board of Governors. The Hearing Officer shall be an impartial party to the appeal, shall have had experience in conducting hearings, and must have knowledge of higher education employment issues.~~

~~a. At the first meeting of the Board of Governors following its receipt of a request for review, the Board of Governors shall begin the process of selection of a Hearing Officer:~~

- ~~1. The Board of Governors shall instruct the Board of Governors Secretary to contact the Hearing Officer Division of the State Department of Administration within five (5) working days to request the names, addresses, telephone numbers, and statement of the qualifications of five (5) people qualified and willing to serve as Hearing Officers, as specified in Section 2.16.4.3a\~~
- ~~2. The Board of Governors Secretary shall transmit the list of names provided, together with the qualifications statements, to the faculty member.~~

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<sup>5</sup> This proposed new subsection delineate the reasons for at-will faculty dismissal only. These changes were approved by Office of General Counsel in April 2011, by the CSU-Pueblo Faculty Senate on April 19, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on April 29, 2011.

<sup>6</sup> The proposed deletion of this section was suggested by General Counsel Mr. Mike Nosler; replacement language appears below, on page 6 of this document.

<sup>7</sup> The proposed deletion of this section was recommended to FPP by General Counsel Mr. Mike Nosler; replacement language appears below, on page 6 of this document.

~~3. Within ten (10) working days of the faculty member's receipt of the list of prospective Hearing Officers, the Board of Governors Secretary and the faculty member shall meet for the purposes of selecting the Hearing Officer. If the faculty member and the Board of Governors Secretary do not agree on the selection of a Hearing Officer from the list provided, the faculty member shall have the first option to strike one (1) name; then the Board of Governors Secretary shall strike one (1) name; the faculty member shall strike another name and the Board of Governors Secretary another. The individual whose name remains on the list shall be contacted by the Board of Governors Secretary within five (5) working days of selection and, if able to serve, immediately appointed.~~

~~4. If the individual selected is unable to serve, the Board of Governors Secretary shall meet with the faculty member within five (5) working days to renew the selection process. From the original list of five (5) names, the faculty member shall strike two (2) and the Board of Governors Secretary one (1). The individual thereby selected shall be contacted and, if able to serve, immediately appointed;~~

~~5. If the individual selected is unable to serve, the Board of Governors Secretary shall contact the Division of Hearing Officers for a new list of five (5) names and the selection process shall proceed in the same manner until a Hearing Office is appointed.~~

~~b. The Hearing Officer shall convene a hearing within ten (10) working days following appointment. The hearing date may be postponed by the Hearing Officer if the Officer finds good cause for postponement.~~

~~e. The Hearing Officer shall be bound by formal rules of evidence and procedure. The Hearing Officer shall conduct the proceedings and rule on all contested requests for information and points of law. The faculty member requesting the hearing and the University may elect to be represented by legal counsel or to have such counsel present during the proceedings. A party so electing shall notify the other party in writing not later than five (5) working days prior to the hearing date.~~

~~The Hearing Officer shall have access to all evidence gathered by the Hearing Panel (Section 2.16.4.2.d) in cases related to performance, and to all evidence gathered by the Faculty Hearing Review Committee (see Faculty Disciplinary Action Policy) in cases related to conduct. The Hearing Officer shall also have access to all other documents concerning the dismissal action.~~

~~d. The Hearing shall be electronically recorded and the recordings shall be transcribed at the request and expense of either party. The Hearing Officer shall keep custody of the original recordings and transcripts, together with the original appeal and all other documents and evidence submitted during the proceedings.~~

~~e. Within thirty (30) working days of the conclusion of the hearing, the Hearing Officer shall present to the Secretary of the Board of Governors written findings of fact and recommendations as to the review of the faculty member's dismissal; copies must at the same time be sent to the parties.~~

~~f. Within ten (10) working days after receipt of the Hearing Officer's findings, either party may submit to the Secretary of the Board of Governors a request that the Board of Governors review said findings and recommendations; copies of such request must be provided at the same time to the other party and the Hearing Officer. If no such timely request is submitted, the Board of Governors may deem the Hearing Officer's findings and recommendations to be correct and take such action on the review as it deems appropriate~~

~~g. Within ten (10) working days of a timely request for review of the hearing Officer's findings and recommendations, the Secretary of the Board of Governors shall instruct the Hearing Officer to provide certified true, correct, and complete copies of recordings, documents, and evidence presented during the hearing. The Secretary shall notify the Board of Governors members and the parties of receipt of this material and shall make such material available to the parties for inspecting and copying at their request.~~

~~h. The Secretary of the Board of Governors shall establish a schedule for the parties to submit written, specific statements of their respective positions, supported by citations to pertinent law and references to~~

~~the recordings, documents, or evidence submitted by the Hearing Officer. Each party shall provide copies of statements to the other at the time such statements are filed with the Board of Governors Secretary.~~

~~i. Within five (5) working days of receipt of statements, the Board of Governors Secretary shall notify Board of Governors members and both parties of the date and time at which the Board of Governors will consider the review. The Board of Governors may, at its discretion, permit the parties to make additional agreements and/or respond to questions at its meeting. The Board of Governors may request, through its Secretary, that the parties submit proposed resolutions to the review.~~

~~j. Within fifteen (15) working days of the meeting described in j. above, the Board of Governors shall issue a written decision on the faculty member's review. If the faculty member's dismissal is reversed, the written decision shall state the effective date of re-employment.~~

#### 2.16.4.4 Appeal of Dismissal Decisions for Tenure and Tenure-track faculty<sup>8</sup>

Review of a dismissal decision relating to tenure or tenure track faculty may be sought before the Board of Governors of the Colorado State University System (Board) in accordance with the then existing Review Policy of the Board.<sup>9</sup> Copies of this Policy may be obtained from the Executive Secretary of the Board. The Review Policy describes Board review requirements for submission of written statements and the process by which the Board conducts its review and makes its decisions. The faculty member should refer to the Review Policy in its entirety for a complete understanding of the Board's requirements for review of dismissal decisions.

Appeal of dismissal decisions before the Board is permitted only for tenure and tenure track faculty.

#### 2.16.4.5 Procedure for Appeal before the Board.<sup>10</sup>

- a. If a tenure or tenure track faculty member seeks appellate review by the Board of a dismissal decision, the faculty member must submit a written appeal by certified mail to the Executive Secretary of the Board, postmarked or hand delivered within fifteen (15) working days after the receipt of the dismissal decision.
- b. The written appeal must include a copy of the dismissal decision and a statement setting forth the basis for the appeal.
- c. The role of the Board shall be that of an appellate body. The Board's review will be limited to the record on appeal. The burden of proof rests with the University.
- d. The record on appeal shall consist of the institutional record and all materials or evidence admitted in the Faculty Disciplinary Action Review Hearing or the Grievance Review Hearing, along with any written submissions or argument allowed in support of the appeal in accord with the then existing Review Policy of the Board.
- e. No new evidence will be considered by the Board. Evidence which was not submitted to the Faculty Disciplinary Action Review Hearing or the Grievance Review Hearing will not be considered by the Board in its review.

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<sup>8</sup> The proposed replacement language for this section was recommended to FPP by General Counsel Mr. Mike Nosler in order to replace the existing external review hearing with a more appropriate appeals procedure at the Board of Governors level. These changes were approved by Office of General Counsel in April 2011, by the CSU-Pueblo Faculty Senate on April 19, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on April 29, 2011.

<sup>9</sup> This policy is currently under review by Office of General Counsel and the Board of Governors. Once a new policy is in place, a reference to its location on the Board of Governors website will be added to the Handbook.

<sup>10</sup> The proposed replacement language for this section was recommended to FPP by General Counsel Mr. Mike Nosler in order to replace the existing external review hearing with a more appropriate appeals procedure at the Board of Governors level. These changes were approved by Office of General Counsel in April 2011, by the CSU-Pueblo Faculty Senate on April 19, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on April 29, 2011.

**PROPOSED REVISIONS TO PROCEDURES FOR TERMINATION  
FOR PROLONGED MENTAL OR PHYSICAL ILLNESS<sup>11</sup>**

**2.16.6.2.1 Procedures for Termination for Prolonged Mental or Physical Illness**

- a. The President may, if circumstances justify, suspend a faculty member pending termination for mental or physical illness (Section 2.16.5)
- b. Written recommendations for termination for mental or physical illness shall be submitted to the Provost by the appropriate Dean, who must have consulted with the Department Chair prior to its submission.
- c. Prior to the Provost's recommendation to the President on termination action, notification of termination for prolonged mental or physical illness must be sent from the Provost to the faculty member by registered mail, describing the evidence supporting such action, and the right of the faculty member to be afforded an opportunity for a hearing before a faculty Hearing Review Committee. ~~within ten (10) working days of receipt of the Provost's notice.~~
- d. ~~If the faculty member so requests, the Provost shall constitute a Hearing Panel in accordance with the policy contained in Step Four of the grievance procedure (Section 2.17.10) for the purposes of reviewing the proposed termination action and the faculty member's response. For the purposes of this procedure, the Provost assumes responsibility for all actions or duties carried by the President in Section 2.17.10.~~  
Upon receipt of the Provost's notification of the proposed dismissal action, the faculty member is entitled to file a grievance complaint in accordance with the policy contained in Section 2.17. Failure to file a grievance within twenty (20) days of receipt of notification of a termination decision will forfeit the faculty member's right to a hearing and the right to the appeal process specified in Section 2.16.6.2.3. Mediation is not required prior to a review before a Grievance Hearing Committee.
- e. Following receipt of the report of the Hearing Panel, and if the Provost concurs with the Dean's recommendation for dismissal shall be forwarded to the President, together with copies of the Dean's recommendations and the Hearing Panel's report.

If the President concurs with the Provost's recommendation, the faculty member shall be notified of termination in accordance with the provisions of Section 2.16.6.2.2.

**2.16.6.2.2 Notification**

Notification of termination for prolonged mental or physical illness must be sent from the President to faculty by registered mail and must specify the effective date of termination. Notice of termination for mental or physical illness may be given at any time and may take effect before expiration of academic year or fiscal year contracts.

Faculty members terminated for reasons or mental or physical illness may qualify for disability benefits and should, immediately upon receipt of notice, inquire at the Personnel/Affirmative Action Office.

**2.16.6.2.3 ~~Review Hearing~~ Appeal of Termination Decisions**

~~Review of termination for reasons of prolonged mental or physical illness for at-will, probationary, or tenure contract faculty is possible on grounds of violation of academic freedom or an injury resulting from arbitrary and capricious application of the provisions of Chapter 2 of this Faculty Handbook. Requests for review of termination for mental or physical illness must be made directly to the Board of Governors.~~ Review of a termination decision for reasons of prolonged mental or physical illness for tenure or tenure track faculty may be sought before the Board of Governors of the Colorado State University System (Board) in accordance with the then existing Review Policy of the Board. Review of a dismissal decision relating to tenure or tenure track faculty may be sought before the Board of Governors of the Colorado State University System (Board) in accordance with the then existing Review Policy of the Board.<sup>12</sup> Copies of this Policy may be obtained from the Executive Secretary of the Board. The Review Policy describes Board review requirements for submission of written statements and the process by which the Board conducts its review and makes its decisions. The faculty member should refer to the Review Policy in its entirety for a complete understanding of the Board's requirements for review of dismissal decisions.

Review Appeal procedures for terminations are identical to those for dismissal (Section ~~2.16.4.4.3~~ 2.16.4.4)

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<sup>11</sup> The proposed replacement language for this section was recommended to FPP by General Counsel Mr. Mike Nosler in order to replace the existing external review hearing with a more appropriate appeals procedure at the Board of Governors level. These changes were approved by Office of General Counsel in April 2011, by the CSU-Pueblo Faculty Senate on April 19, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on April 29, 2011.

<sup>12</sup> See Footnote 9.



## PROPOSED REVISIONS TO PROCEDURES FOR TERMINATION FOR REDUCTION OF FORCE<sup>13</sup>

### 2.16.6.3.3 Procedures for Termination for Reduction in Force

#### 2.16.6.3.3.1 Financial Exigency

- a. Within five (5) working days of a Board of Governors declaration of bona fide financial exigency, the President shall notify the Budget Board of such declaration and charge that Board to prepare, within thirty (30) working days of receipt of such notice, a list of degree or program areas to reduce or eliminate. If the Board does not submit a recommended plan, the President shall exercise sole discretion in responding to the financial exigency.
- b. If the plan of the Budget Board does not require reductions in force and removes the condition of financial exigency, the President shall present the plan, together with any recommendations of the President, to the Board of Governors for its action.
- c. If the plan requires reductions in force, the President shall notify the Curriculum and Academic Programs Board that reductions in force are necessary and charge that Board to prepare within thirty (30) working days of receipt of such notice, a recommended list of degree or program areas to reduce or eliminate.
- d. If the Board does not submit a recommended list to the Faculty Senate within the time lines of this provision, the President shall charge the Faculty Senate to prepare a recommended list. If the Faculty Senate does not submit a recommended list to the President through the Provost within the time lines specified in the Constitution of the Faculty Senate (Article III, Section 4), the President, in consultation with the Provost and the Faculty Senate President, shall exercise sole discretion in preparing the termination list of degree or program areas to reduce or eliminate.
- e. The Curriculum and Academic Programs Board shall prepare the recommended list of reductions or elimination of degree or program areas in consideration of the criteria for reduction in force specified in Section 2.16.6.3.2.

In the course of its deliberations, the CAPB may seek information or recommendations from departments, Department Chairs, Deans, college or departmental estate committees, individual faculty members, or other appropriate sources; it may hold open hearings.

- f. Whether or not the recommendations of the Faculty Senate concur with those of the CAPB, CAPB recommendations must be forwarded to the President with Faculty Senate's recommendations.
- g. As soon as the list of degree or program areas to be reduced or eliminated is approved by the President, the President shall transmit the approved list to the Provost, who shall direct the Dean of the college(s) housing reduced or eliminated degree or program areas to recommend names of faculty members to be reduced in force. Deans shall be guided by the priorities and criteria in Sections 2.16.6.3.1 and 2.16.6.3.2, and shall convey recommendations to the Provost for submission, with any additional recommendations by the Provost, to the President.

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<sup>13</sup> The proposed replacement language for this section was recommended to FPP by General Counsel Mr. Mike Nosler in order to replace the existing external review hearing with a more appropriate appeals procedure at the Board of Governors level. These changes were approved by Office of General Counsel in April 2011, by the CSU-Pueblo Faculty Senate on April 19, 2011, and by a majority of CSU-Pueblo faculty voting in a referendum completed on April 29, 2011.

- h. Prior to the President's final decision on terminations for reduction in force, the affected faculty member shall be notified in writing by the President of the proposed termination action, the evidence supporting such action, and the right of the faculty members to be afforded an opportunity for a hearing before a faculty Hearing Review Committee. ~~within ten (10) working days of receipt of the Provost's notice.~~
- i. ~~If the faculty member so requests, the President shall constitute a Hearing Panel in accordance with the policy contained in Step Four of the grievance procedure (Section 2.17.10) for the purposes of reviewing the proposed termination action and the faculty member's response.~~

Upon receipt of the President's notification of the proposed termination action, the faculty member is entitled to request a Grievance Hearing review in accordance within twenty (20) working days. Failure to file a grievance within the time limit specified in Section 2.17 will forfeit the faculty member's rights to a hearing review and to the appeal process specified in Section 2.16.4.3. Mediation is not required prior to a review before a Grievance Hearing Committee.

- j. Following receipt of the report of the Hearing Review Panel, the President shall notify any affected faculty members in writing of termination and, in the case of tenure contract faculty, the right to ~~a review hearing~~ an appeal in accordance with the provisions of Section 2.16.6.3.5.

#### 2.16.6.3.4 Notifications

Notification of termination for reduction in force must be sent from the President to faculty by registered mail and must specify the reasons for, evidence supporting, the effective date of termination and faculty member's right to a review hearing. Notice of termination for reduction in force due to financial exigency may be given at any time and may take effect before expiration of academic or fiscal year contracts, provided that a minimum of sixty (60) calendar days expires between the date of notification and the effective date of termination. Notice of termination for reduction in force due to formal discontinuance of degree or program areas must be given not later than one (1) calendar year in advance of its effective date.

#### 2.16.3.5 Review Hearing Appeal of Termination Decisions for Tenure Contract Faculty

~~Review of termination for reduction in force is possible only for tenure contract faculty on the grounds of violation of academic freedom or an injury resulting from arbitrary or capricious application of the provisions of Chapter 2 of this Faculty Handbook—Requests for review of termination for reduction in force must be made directly to the Board of Governors. In any case involving review of termination, the burden of proof rests with the University. Review of a termination decision for a tenure contract faculty member due to reduction of force related to financial exigency may be sought before the Board of Governors of the Colorado State University System (Board) in accordance with the then existing Review Policy of the Board.<sup>14</sup> Copies of this Policy may be obtained from the Executive Secretary of the Board. The Review Policy describes Board review requirements for submission of written statements and the process by which the Board conducts its review and makes its decisions. The faculty member should refer to the Review Policy in its entirety for a complete understanding of the Board's requirements for review of dismissal decisions.~~

##### 2.16.3.5.1 Procedures for Review Appeal of Termination Decisions for Reduction in Force

Review Appeal procedures for terminations are identical to those for dismissal (Section 2.16.4.4.3 2.16.4.4)

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<sup>14</sup> See Footnote 9.

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Strategic Initiative: N/A Board approval of this administrative action is required by statute and/or CCHE or Board policy.

**MATTER FOR ACTION:**

Replacement Mediation and Grievance Procedures. A motion to adopt new Mediation and Grievance Procedures was approved by the CSU-Pueblo Faculty Senate on April 18, 2011 and by a majority of faculty voting in a faculty referendum completed on April 29, 2011.

**RECOMMENDED ACTION:**

MOVED, that the Board of Governors of the Colorado State University System hereby approve new Mediation and Grievance Procedures.

**EXPLANATION:**

Presented by Dr. Peter Dorhout, Provost and Vice President for Academic Affairs.

The proposed new policy is the result of on-going concerns about the existing grievance procedures (see Section 2.17 of the Faculty Handbook) which have been expressed over several years by faculty and administration. These include questions concerning the effectiveness of existing mediation and grievance hearing review procedures, as well as difficulties with the definition of grievance contained in the current policy. For example, the current definition of grievance does not permit negative tenure or promotion decisions to be grieved.

In light of the significant difficulties involved in virtually every aspect of the current grievance procedures, FPP recommends that an entirely new model for mediation and grievance be adopted. The new model proposed by FPP is closely patterned on existing procedures on the CSU-Fort Collins campus, modified to address shortcomings of those procedures and adapt them to differing conditions on the Pueblo campus.

The proposal has been approved by the Office of General Counsel. The commitment of institutional resources required for its implementation has also been approved by Provost Dorhout, including the following:

- compensation for faculty engaged as University Mediators (UMs) and/or Grievance Hearing Committee members during summer months, should mediation or a hearing be required during that time;

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- annual mediation training for UMs, to be coordinated with training of UMs on the Fort Collins campus;
- resources to support the part-time appointment of a University Grievance Officer (UGO) and adequate secretarial and expense support for that individual, with the appointment fraction and associated funds to be negotiated at least annually among the UGO, the Provost, and the UGO's department head and reviewed as necessary during the year.

## **MOTION: ADOPTION OF NEW MEDIATION AND GRIEVANCE PROCEDURES**

A motion to adopt a new Mediation and Grievance Procedures was approved by the CSU-Pueblo Faculty Senate on April 18, 2011, and by a majority of faculty voting in a faculty referendum completed on April 29, 2011

**Key features of the proposed new procedure are summarized on pages 2 – 4 of this document.**

**The full text of the proposal is given in document: *Grievance and Mediation Proposal.pdf***

The proposal has been approved by the Office of General Counsel. The commitment of institutional resources required for its implementation has also been approved by Provost Dorhout, including the following:

- compensation for faculty engaged as University Mediators (UMs) and/or Grievance Hearing Committee members during summer months, should mediation or a hearing be required during that time;
- annual mediation training for UMs, to be coordinated with training of UMs on the Fort Collins campus;
- resources to support the part-time appointment of a University Grievance Officer (UGO) and adequate secretarial and expense support for that individual, with the appointment fraction and associated funds to be negotiated at least annually among the UGO, the Provost, and the UGO's department head and reviewed as necessary during the year.

Pending approval by a majority of faculty voting in a faculty referendum, the new policy will be forwarded to the CSU-System Board of Governors (BoG) for approval as a replacement for the current Section 2.17 of the Faculty Handbook.

The proposed new policy is the result of on-going concerns about the existing grievance procedures (see Section 2.17 of the Faculty Handbook) which have been expressed over several years by faculty and administration. These include questions concerning the effectiveness of existing mediation and grievance hearing review procedures, as well as difficulties with the definition of grievance contained in the current policy. For example, the current definition of grievance does not permit negative tenure or promotion decisions to be grieved.

In light of the significant difficulties involved in virtually every aspect of the current grievance procedures, FPP recommends that an entirely new model for meditation and grievance be adopted. The new model proposed by FPP is closely patterned on existing procedures on the CSU-Fort Collins campus, modified to address shortcomings of those procedures and adapt them to differing conditions on the Pueblo campus.

SUMMARY OF KEY FEATURES OF PROPOSED  
NEW MEDIATION AND GRIEVANCE PROCEDURES

**1. Oversight of all mediation and grievance by a University Grievance Officer (UGO)**

This individual would be a tenured faculty member appointed part-time, with a minimum appointment fraction of 0.25. *See Section 2.17.13 of the proposal for further detail.*

**2. Creation of a standing pool of University Mediators (UMs), to replace the current Grievance Mediation Board**

Individual cases would be assigned to a single UM, rather than an entire board, for mediation efforts; all UMs would receive meditation training. *See Section 2.17.11 of the proposal for further detail.*

**3. Creation of a standing Grievance Panel from which individual Grievance Hearing Committees would be selected.**

The Grievance Panel would include 15 members, with 2 representatives from each academic unit except the library, 1 from the library, and 6 at-large members to be elected by Faculty Senate. Individual Grievance Hearing Committees would include 5 members. *See Section 2.17.14 of the proposal for further detail.*

**4. Creation of three classes of grievances as follows. *See Section 2.17.8 of proposal for further detail.***

- a. **Class A Grievances** involve complaints by tenure and tenure-track faculty about the following actions: termination of contractual rights, reduction of salary, demotion, actions violative of academic and intellectual freedom, or assignment of unreasonable workloads.

The burden of proof in Class A Grievances falls upon the individual initiating the decision or the action which constitutes the basis of the grievance.

- b. **Class B Grievances** involve complaints by tenure and tenure-track faculty pertaining to a term or condition of employment other than those that may be the basis for a Class A Grievance, such as reappointment, amount of salary, denial of promotion, denial of tenure, abuse of discretion, lower evaluation than deserved on annual review, or denial of sabbatical leave.

The burden of proof in Class B Grievances falls upon the Grievant.

- c. **Class C Grievances** involve a claim by an at-will faculty member that the Provost's recommendation to the President regarding an employee's termination was due to discrimination prohibited under Federal or State law or University policy.

The burden of proof in Class C Grievances shall fall upon the Grievant.

## **Overview of Grievance and Mediation Procedures**

*See Section 2.17.9 of proposal for further detail.*

### **Step 1 Informal Resolution**

Prior to referring a grievable conflict to the University Grievance Officer (hereinafter referred to as “UGO”) per the provision of Step 2, the Grievant should seek to resolve the dispute informally through discussions with the responsible individual(s) and the immediate supervisor of the responsible individual(s). Failure to seek informal resolution within twenty (20) working days after the date of the decision or action giving rise to the grievable conflict or Discovery of the decision or action shall not be grounds for denying access to the formal mediation and grievance procedures described in Section 2.17.

### **Step 2 Filing of a Grievance Complaint with University Grievance Officer**

If informal resolution is not achieved, then a formal Grievance Complaint shall be submitted by the faculty member to the UGO no later than twenty (20) working days after the date of the decision or action giving rise to the grievable conflict or Discovery of the decision or action. See Section 2.17.6 for details concerning Discovery and the preparation of a Grievance Complaint.

### **Step 3 Referral of Grievable Conflicts to University Mediators**

The UGO shall assign a University Mediator (hereinafter referred to as “UM”) from the pool within five (5) working days after receiving a Grievance Complaint. A first meeting with mediation participants will take place within ten (10) working days after that assignment, except in the case of an objection to the assignment of the UM. If the UM has reason to believe that mediation efforts are likely to produce a resolution of the grievable conflict, the mediation period will be extended for twenty (20) working days. If the mediation is unsuccessful, the UM will provide a written statement to that effect to the parties indicating the termination of mediation. See Section 2.17.11 for additional details concerning the Mediation Time Line and Procedures.

### **Step 4 Request for Formal Grievance Hearing Review**

Within fifteen (15) working days after the date of the written notice of termination of mediation, the Grievant shall submit a written Request for a Formal Grievance Hearing Review to the Responsible Individual and the UGO. See Section 2.17.6c for further details concerning the preparation of a Request for Formal Grievance Hearing Review.

### **Step 5 Written response by Responsible Individual**

Upon receipt of the Request for a Formal Grievance Hearing Review from the Grievant, the Responsible Individual shall prepare a written response (“the Response”) and submit it to the Grievant and the UGO no later than five (5) working days after receiving the Request for a Formal Grievance Hearing Review. This Response should be limited to addressing the claim made in the Request for a Formal Grievance Hearing Review.

**Step 6 Commencement of the Grievance Hearing Review**

The UGO shall forward the Request for a Formal Grievance Hearing Review and the Response to the Grievance Hearing Committee (hereinafter referred to as “the Committee”). The hearings of a Grievance shall begin no later than ten (10) working days following a Grievant's request for a formal hearing and culminate in a written decision from the Grievance Hearing Committee within ten (10) working days of the date of the last hearing session. See 2.17.12 for further details concerning the Grievance Hearing Review Procedures.

**Step 7 Administrative Review of the Grievance Hearing Review Committee Decision**

Decisions of the Grievance Hearing Committee adverse to the Grievant are final unless the Grievant chooses to appeal the committee decision. All other decisions of the Grievance Hearing Committee must be reviewed and approved by the Provost and President before they become final, unless the Provost or the President is a party to the Grievance. If the Provost is a party to the Grievance, but the President is not, the review shall be made only by the President. If the President is a party to the Grievance, the review shall be made only by the Board of Governors as detailed in Step 10 below.

**Step 8 Provost Review and Recommendation**

The Provost shall consider the recommendations of the Grievance Hearing Committee concerning a Grievance only on the basis of the written record accumulated to that point, together with an appeal, if any, by the Grievant. An appeal by the Grievant must be submitted to the Provost within five (5) working days after receipt of the written decision of the Grievance Hearing Committee and must provide reasons for the appeal. Within ten (10) working days of an appeal from the Grievant or a Grievance Hearing Committee decision that was not appealed, the Provost shall respond in writing. See Section 2.17.12.9.1 for details on Provost Review.

**Step 9 Presidential Review and Action**

The President shall consider the recommendations of the Grievance Hearing Committee and the Provost (unless the latter was a party to the Grievance) and any appeals by the Grievant. An appeal by the Grievant must be submitted to the President within five (5) working days after receipt of the written statement from the Provost (or the written decision of the Grievance Hearing Committee if the Provost was a party to the Grievance) and must provide reasons for the appeal. Failure of the Grievant to file an appeal within this period shall constitute acceptance of the decision of the Provost (or the decision of the Grievance Hearing Committee if the Provost was a party to the Grievance). The President shall issue a decision to all parties, members of the Grievance Hearing Committee and the UGO within fifteen (15) working days after receipt of all relevant material. See Section 2.17.12.9.2 for details on Presidential Review and Action.

**Step 10 Appeal to the Board in Cases Involving the President as a Party to the Grievance or in Cases Involving Dismissal/Termination of a Tenure or Tenure Track Contract Faculty Member**

If the President was a party to the Grievance or if the President recommends Dismissal or Termination of a Tenure or Tenure Track Contract, the Grievant may appeal the decision of the Grievance Hearing Committee to the Board. See Section 2.17.12.9.3 for details concerning the Board appeals process.



## ~~2.17—Grievance Procedure~~

### ~~2.17.1—Purpose~~

~~All problems or disputes should be resolved informally whenever possible before the filing of a grievance. Open communication between administrators and faculty is encouraged so that resort to the formal grievance procedure will not be necessary.~~

~~The purpose of this procedure is to promote prompt and efficient investigation and resolution of any faculty members' grievances through mediation. This shall be the sole University procedure for submission of faculty grievances for formal resolution.~~

### ~~2.17.2—Resort to Other Procedures~~

~~In recognition of the fact that the commitment of the University and the grievant to this process is necessary in order to achieve its designed objectives, if the grievant seeks resolution of the subject matter of a pending grievance in any forum or by any set of procedures other than those established in this section, whether administrative or judicial, the University shall be under no obligation to continue with the process outlined in this grievance procedure. However, the act of filing an action in another forum in order to avoid violating a time limitation shall not be considered a violation of this policy.~~

### ~~2.17.3—Confidentiality~~

~~Grievance proceedings shall be maintained confidential, subject only to the need of the grievant and the University to comply with the processes specified herein and to present evidence concerning the grievance in other administrative or judicial proceedings. All hearings shall be held in private, unless otherwise mutually agreed to by the grievant and the President.~~

### ~~2.17.4—Definitions~~

~~For purposes of this procedure:~~

- ~~a. The term "grievance" shall mean an allegation that the grievant's constitutional rights, employment rights, or entitlements have been adversely affected because of a violation of academic freedom or an injury resulting from violations of the provisions of Chapter 2 of this Faculty Handbook. This procedure shall not apply to termination or dismissal decisions (Sections 2.16.4 and 2.16.6).~~
- ~~b. Judgments, such as the decisions on salary administration, performance assessment, tenure, or promotion, are not grievable except on the grounds specified in a. above.~~
- ~~c. The term "grievant" shall mean an identified person who was, at the time the action giving rise to the grievance arose, a ranked faculty member of the University.~~
- ~~d. The term "days" shall mean "working days" during the academic year in reference to all the provisions of Section 2.17 unless otherwise specified.~~

### ~~2.17.5—Time Limitations~~

~~When any action which is required to be taken within a specified time period is not taken in time, the following shall apply;~~

- ~~a. If the grievant fails to act within the time limits provided herein, the University shall have no responsibility to process the grievance and it shall be deemed withdrawn.~~
- ~~b. In the case where the administrator involved in the grievance fails to act in time, the grievant may proceed to the next review level and any subsequently issued decision on the matter at the bypassed level shall be void.~~

### ~~2.17.6—Informal Resolution~~

~~Prior to filing a grievance formally, the grievant shall seek to resolve the dispute informally in discussion with the jurisdictional Department Chair and Dean.~~

### ~~2.17.7—Step One~~

~~A formal grievance must first be presented to the jurisdictional Dean in writing on a form which contains the information set forth in Appendix G to Faculty Information Manual. The formal~~

~~grievance must be filed within fifteen (15) days of the date on which the grievant knew or should have known of the action or condition which occasioned the grievance. Upon receipt of the formal grievance, the Dean shall provide copies of the formal grievance to the individual(s) named in that grievance. The Dean shall investigate the matter as deemed appropriate and respond to the grievant in writing within fifteen (15) days of the date the grievance was filed with the Dean. In the case of a grievance alleging unlawful discrimination, grievant shall file with the Dean and the Director of Affirmative Action/Diversity concurrently.~~

#### ~~2.17.8 Step Two~~

~~If the grievance has not been resolved at Step One, the grievant may file a written request for review of the grievance by the Grievance Mediation Board. Such request shall be filed with the Grievance Board within five (5) days of receipt of the Step One decision.~~

#### ~~2.17.8.1 Grievance Mediation Board (GMB)~~

- ~~a. Senate appointees to the GMB shall serve for two (2) year terms commencing on January 1 and ending December 31, provided that one of the initial appointees shall be selected for a one year (1) term so that one (1) Senate appointee shall be subject to appointment each calendar year.~~

~~Presidential appointees shall serve for terms and under conditions established by the President. Vacancies in the membership of the committee shall be filled by appointment of the person or entity making the initial appointment. Appointment to positions vacated before the expiration of the term shall be for the remaining unexpired term.~~

~~Members shall excuse themselves from consideration of any grievance which gives rise to a conflict of interest. If there is a dispute concerning a potential conflict of interest or lack of impartiality on the part of a member, it shall be decided by the remaining members of the GMB. Vacancies created by conflict shall be filled by the appointing authority on a temporary basis for so long as the conflict exists or until the terms of the members (with the conflict) expire, whichever occurs sooner in time. In default of timely appointment, members of the standing GMB shall serve, provided that, in the case of default of timely appointment to the standing GMB, vacant positions shall be filled by appointment by the other members of the GMB. Members of the GMB shall continue in office beyond expiration of terms to complete mediation of the grievance in which they are involved.~~

- ~~b. The GMB shall seek to resolve the grievance by such conflict resolution techniques as it deems appropriate, including mediation, conciliation, and informal fact finding. The GMB may hold meetings with the grievant and the individual or groups of individuals named jointly or individually. If a resolution is reached by mutual agreement of the parties, it shall be reduced to writing and signed by both parties.~~
- ~~c. The GMB shall have fifteen (15) days from the date that the grievance is filed to complete its work. If resolution is not attained during that period of time, the GMB shall issue in writing at the end of that time period the recommended resolution subscribed to by a majority or plurality of its members. A copy of their recommended resolution, including minority reports if any, shall be transmitted to all parties.~~

#### ~~2.17.9 Step Three~~

~~If the grievance has not been resolved at Step Two, the grievant may file a written request for review of the grievance by the Provost within five (5) days of receipt of the GMB recommendations. The Provost shall investigate the matter, review the recommendations of the Dean and GMB, and render a written decision within fifteen (15) days of the filing.~~

#### ~~2.17.10 Step Four~~

~~If the grievance has not been resolved in Step Three, the grievant may file a written request for review with the President within five (5) days following the date of issuance of the decision of the Provost. The grievant shall include in the request for review the name of one (1) appointee to serve on the~~

~~Grievance Hearing Committee (GHC). The appointee must be a ranked faculty member at the University at all times during service on the GHC.~~

#### **2.17.10.1—Grievance Hearing Committee (GHC)**

- ~~a.—Within five (5) days of the request for review, the President shall appoint an administrative or academic faculty member to serve on the GHC. The two (2) appointed members shall select as chair a third member who shall be an academic or administrative faculty employee of the University during all times of service on the GHC. None of the members of the GHC may be members of the GMB. If the appointee of the President and the grievant cannot agree on a person to serve as chair, the chair shall be appointed by the GMB.~~
- ~~b.—Vacancies in the membership of the GHC shall be filled by appointment of the person or entity making the initial appointment. This appointment shall be for the remainder of the period of consideration of the grievance. Members shall excuse themselves from consideration of any grievance which gives rise to a conflict of interest or lack of impartiality. If there is a dispute concerning a potential conflict of interest on the part of a member it shall be decided by the standing membership of the GMB. All appointments to fill vacancies shall be made within five (5) days of notification from the President of the right to make the appointment. In default of timely appointment, the vacancy shall be filled by appointment by the standing membership of the GMB.~~
- ~~e.—The GHC shall not later than ten (10) days after the request for review is filed with the president issue a written notice to the grievant and the president notifying them of the date, time, and place of the hearing of the grievance. The GHC may hold such preliminary conferences or direct such exchange of information as it shall deem appropriate, in its discretion, to a full and fair consideration of the grievance.~~
- ~~d.—All parties to the grievance shall have the right to obtain witnesses and present evidence. The University shall cooperate with the grievant in securing witnesses and in making available specifically identified and relevant documentary and other evidence requested by the grievant, to the extent not limited by law. Employees of the University shall respond to requests to give testimony under oath or affirmation, incidental to the processing of any grievance under this procedure, subject to any legally recognized privilege. The parties to the grievance have the right to cross examine witnesses. Where a witness cannot or will not appear, but the committee determines that the interest of justice requires admission of his/her statement, then the committee will attempt to arrange for a deposition. An affidavit or statement from a witness proffered by one party, where the witness is not available for cross examination, shall not be introduced into the record except by agreement of the non proffering party. The committee shall keep an electronic recording of the proceeding.~~
- ~~e.—The hearing will not be conducted under strict rules of legal evidence; however, reasonable effort will be made to obtain the most reliable evidence.~~
- ~~f.—The disposition of the grievance by the GHC shall take the form of findings of fact and conclusions and recommended disposition to the President and will be issued within twenty five (25) days after the request for review is filed with the President. The recommended disposition must be based solely on the record, pertinent institutional policies, regulations, and procedures, and the law of the land.~~

#### **2.17.11—Step Five**

~~The President shall render the final institutional decision based upon a review of the record and the recommendations, findings, and conclusions of the committee.~~

~~The President may either affirm, remand to the GHC with specifications for further findings, or conclusions, conduct such further investigation or hearing as he deems necessary, or reverse or modify the recommended disposition of the GHC.~~

~~If the President determines to reverse or modify the recommended disposition, the President shall state in detail the disagreement with the recommended disposition of the GHC and, if the President disagrees with the findings or conclusions of the GHC, the President shall make those findings and conclusions which are supported by a preponderance of the evidence in the record.~~

~~The decision of the President shall be rendered within ten (10) days after issuance of the recommended decision of the GHC. The President's decision is final.~~

~~**2.17.12 — Alternate Step Five if President is a Named Party in the Grievance**~~

~~If the President was a party to the Grievance, the Grievant may appeal the decision of the GHC to the Board. An appeal to the Board must be made in accordance with its Grievance Review Policy ("Review Policy"). Such policies are attached as Approved Policy XI 14 to the *Board of Governors/Colorado State University System Manual of Policies and Procedures*. Copies of this policy may be obtained from the Secretary or Assistant Secretary of the Board. The Review Policy describes the scheduling of Board review requirements for submission of written statements, including a statement by the Grievant that must be filed 30 days prior to the scheduled review proceeding, and the process by which the Board conducts its review and makes its decisions. Reference must be made to the Review Policy in its entirety for a complete understanding of the Board's requirements for review of grievances.~~

~~The Board may adopt its own rules and procedures for considering grievance appeals. Board decisions in favor of the grievant shall include an appropriate remedy for the Grievance, whether through special Board action or in the form of instruction for appropriate administrative relief. Decisions by the Board, whether to approve or disapprove recommendations by the Grievance Hearing Committee or to sustain or reject appeals made by grievant, are final.~~

~~**2.17.13 — General Provisions on Grievances**~~

- ~~a. — No offer of settlement of a grievance by either party to the grievance will be admissible as evidence in later grievance proceedings or elsewhere.~~
- ~~b. — No settlement of a grievance will constitute a binding precedent in settlement of similar grievances, unless otherwise agreed.~~
- ~~c. — Neither the University nor any University agent shall retaliate or effect reprisals against any faculty member for processing or participating in a grievance. Grievance records shall be maintained in a faculty member's personnel file.~~
- ~~d. — The parties to the grievance may, by mutual consent, agree to waive any of the time limits provided herein.~~
- ~~e. — Parties to grievances may elect to be represented by legal counsel or have such counsel present during any step in the procedure. A party so electing shall notify the other party in writing when the grievance is formally filed at any step.~~
- ~~f. — In order to avoid the necessity of filing numerous grievances on the same subject or event, grievants may file as a group; in the event of a group grievance, a single GHC shall be constituted if the grievance moves to Step Four.~~
- ~~g. — In cases alleging scientific misconduct, provisions contained within 42 Code of Federal Regulations (CFR) Part 50, will be followed as certified in Public Health Service (PHS) Form 6315.~~

~~**2.17.14 — Chart of the Grievance Procedures (See Appendix G to Faculty Information Manual)**~~

**This policy is proposed as a complete replacement for Section 2.17 (Grievance)  
of current CSU-Pueblo Faculty Handbook.**

## **2.17 Grievance Procedure**

### **2.17.1 Purpose of and General Information Pertaining to Mediation and the Grievance Process**

#### **2.17.1.1 Informal Resolution**

All problems or disputes should be resolved informally whenever possible. Open communication between all members of the campus community, and especially between administrators and faculty, is encouraged so that resort to formal mediation and grievance procedures will not be necessary.

#### **2.17.1.2 Mediation**

Mediation is a mechanism by which the University seeks to provide a resolution of grievable conflicts among its academic faculty members. Mediation can be requested by either party in a grievable conflict if the grievable conflict is not resolved informally.

#### **2.17.1.3 Grievance Process**

The purpose of the Grievance Procedure is to assure a rapid and fair process for the resolution of grievable conflicts which are not resolved through mediation. It shall be the responsibility of the University, through the Offices of the Provost and the President, to assure that the grievance procedures, review processes, and mediation provisions herein established are appropriately supported, respected, and enforced.

### **2.17.2 Resort to Other Procedures**

In recognition of the fact that the commitments of the University and of the grievant to this process are necessary in order to achieve its designed objectives, if the grievant seeks resolution of the subject matter of a pending grievance in any forum or by any set of procedures other than those established in this section, except in cases where Federal and State law gives persons the right to institute action without first exhausting internal administrative remedies, the University shall be under no obligation to continue with the process outlined in this grievance procedure. This Grievance Procedure replaces and supersedes all grievance procedures found in department or college codes.

### **2.17.3 Relation of Grievance Procedure to Faculty Disciplinary Action Policy**

- a. Disciplinary action procedures are distinguished from grievance procedures in that disciplinary action is generally commenced against a tenure and tenure-track faculty member based on allegations that the faculty member has engaged in conduct prohibited by the Faculty Disciplinary Action Policy. Grievance procedures are initiated by a faculty member, typically against an administrator, who believes that he or she has suffered injury as the result of a violation of the faculty member's rights or privileges. A grievance complaint specifically requests the University to take appropriate action to eliminate or mitigate the faculty member's injury.
- b. The decisions reached under the Faculty Disciplinary Action Policy are final, except for the appeal procedure described in Section 15(a) of that policy.

- c. Failure to proceed through the procedures stipulated within the Faculty Disciplinary Action Policy prior to a decision to impose sanctions for tenure and tenure track faculty conduct shall constitute grounds for a grievance complaint under Section 2.17 of the Faculty Handbook against the administrator(s) responsible for the decision to impose said sanctions.
- d. Grievances aimed at reversing the decision of a final appeal to impose sanctions under the Faculty Disciplinary Action Policy shall not be permitted under Section 2.17 of the Faculty Handbook.
- e. Allegations that specific provisions of this Faculty Disciplinary Action Policy were violated during disciplinary proceedings shall not constitute grounds for a grievance under Section 2.17 of the Faculty Handbook, but shall receive due consideration at the appeal level specified in Section 15 of the Faculty Disciplinary Action Policy.
- f. If the Provost recommends dismissal of a tenure or tenure-track faculty member under the Faculty Disciplinary Action Policy and the President concurs with the Provost's recommendation, the hearing conducted under Section (15) of the Faculty Disciplinary Action Policy shall serve the role of the Grievance Hearing Committee specified in Section 2.16.4 of the Dismissal Procedures. In these cases, the respondent shall maintain the right to appeal the President's decision to dismiss to the Board of Governors of the Colorado State University System in accordance with the provisions of Section 2.16.4.

#### **2.17.4 Relation of Grievance Procedure to Affirmative Action, Equal Opportunity and Non-Discrimination Policy**

- a. The Affirmative Action, Equal Opportunity and Non-Discrimination Policy is distinguished from the Grievance contained in Section 2.17 in that the Affirmative Action Board maintains responsibility for the development and implementation of policies and procedures related to affirmative action, equal opportunity, and nondiscrimination. (See Section 2.7.1.2 of the Faculty Handbook.)
- b. Internal University procedures appropriate for filing allegations of unlawful harassment, discrimination, or retaliation should be followed before any action is taken pursuant to the Grievance Process contained in Section 2.17. Information concerning these procedures is available from the office of the Director of AA/EEO.

#### **2.17.5 Relation of Grievance Procedure to Dismissal and Termination Procedures**

- a. Per the provisions of Section 2.16.4 (Dismissal), a Provost recommendation to dismiss a tenure and tenure track faculty is only allowed for one of the following reasons:
  - (i) professional incompetence that is documented by a Cumulative Performance Review (see Section 2.9.2), and in spite of prior efforts at remediation of performance; in such cases, the faculty member is entitled to a Grievance Hearing Review under the provisions of Section 2.17.
  - (ii) continuing record of neglect of duties or responsibilities or sustained record of deliberate violation of the rights of others, despite the imposition of sanctions and efforts at correction or remediation of conduct through the Faculty Disciplinary Action Policy; in such cases, a Faculty Disciplinary Action Review Hearing will be conducted under the provisions of Section 13 of the Faculty Disciplinary Action Policy.
  - (iii) conduct which endangers the safety or well-being of the faculty member or other members of the University community, or which substantially impairs or substantially disrupts the normal functions of the University; in such cases, a Faculty Disciplinary Action Review Hearing will be conducted under the provisions of Section 13 of the Faculty Disciplinary Action Policy.

- (iv) conviction of a felony; in such cases, a Faculty Disciplinary Action Review Hearing will be conducted under the provisions of Section 13 of the Faculty Disciplinary Action Policy.
  - (v) continued failure to meet reasonable written and published standards for performance or conduct contained in or incorporated by reference to this Faculty Handbook, despite efforts at correction through the Annual Performance Review process (Section 2.9.1), the Cumulative Performance Review Process (Section 2.9.2), the Cumulative Post-Tenure Review Process (Section 2.10.3.1), or the Faculty Disciplinary Action Procedure. In cases related to conduct, a Faculty Disciplinary Action Review Hearing will be conducted (per the provisions of Section 13 of the Faculty Disciplinary Action Policy). In all other cases, the faculty member is entitled to a Grievance Hearing Review under the provisions of Section 2.17.
- b. Per the provisions of Section 2.16.4 (Dismissal), an at-will faculty member is entitled to a Faculty Hearing Review of a Provost recommendation for dismissal during the term of contract only in the case of a claim that the Provost's recommendation was due to discrimination prohibited under Federal or State law or University policy.
  - c. Per the provisions of Section 2.16.6, a Provost recommendation to terminate a tenure and tenure track faculty is only allowed for reasons of prolonged mental or physical illness (see Section 2.16.6.2.1) or for reasons of Reduction in Force due to financial exigency (see Section 2.16.6.3.3). In both cases, a tenure or tenure track faculty member is entitled to request a Grievance Hearing Review under the provisions of Section 2.17.
  - d. In any recommendation for dismissal or termination, regardless of the reason or the status of the faculty member, mediation is not required.
  - e. Provisions for appellate review at the Board of Governors level for dismissal and termination decisions involving tenure or tenure track contract faculty are described in Section 2.16.4 and 2.16.6. Board review of decisions to dismiss at-will faculty is not permitted.

#### **2.17.6 Description of Terms**

##### **a. Administrative Duties**

With respect to qualification to serve on the Grievance Panel, administrative duty or duties refers to the service of those members of the academic faculty acting as the administrators responsible for the various administrative units, departments, colleges, and the University, and responsible for budgets and supervising and evaluating personnel other than state classified personnel. The term shall cover persons having the title "Assistant" or "Associate" Dean. However, service by members of the academic faculty as chairs of faculty committees, as the administrators responsible for the various interdisciplinary programs existing on or off-campus, or as Principal Investigators on contracts and grants shall not be considered to be administrative duties.

##### **b. Burden of Proof**

Burden of proof refers to the obligation a party has to prove their claims, assertions or defenses by a preponderance of the evidence. Preponderance of the evidence means to prove that a claim, assertion or defense (s) is more probably true than not. See Section 2.17.8 a, b and c concerning which party assumes the burden of proof for each class of grievance.

**c. Complaint**

A written statement submitted by the Grievant to the University Grievance Officer which shall:

- (i) Identify the nature of the Grievable Action.
- (ii) Name the parties to the grievable conflict.
- (iii) Describe how the action being complained of is unfair, unreasonable, arbitrary, capricious, or discriminatory, and/or is contrary to normal administrative procedures as described in the Faculty Handbook and/or or violates academic freedom.
- (iv) Identify how the decision or action adversely affects the Grievant in his or her present or future academic and/or professional capacity, and/or professional capacity and/or negatively affect the integrity or quality of the academic program.
- (v) Describe the desired redress and justify its appropriateness relative to the specific complaints identified in items (iii) and (iv) above.

A completed and signed copy of the Grievance Complaint Form provided in Appendix G of the Faculty Handbook shall be included with the Complaint.

**d. Confidentiality**

The confidentiality of grievance complaints and proceedings shall be maintained as allowed by law throughout the process and after the final decision, subject only to the need of the responsible individuals and others at the University to comply with the processes specified herein. (See Section 2.17.11.6 and Section 2.17.16.)

**e. Discovery**

Discovery is that point in time when the individual knew or should have known that a basis for a grievance exists. (See Section 2.17.8.)

**f. Grievants**

Individuals who file a formal grievance complaint in compliance with the requirements stated in Section 2.17.7. Any ranked or titled academic faculty member as defined in Section 2.2.1 is entitled to grieve under the terms and conditions of this policy. The four academic ranks approved by the University include Instructor, Assistant Professor, Associate Professor, and Professor; all ranked academic faculty are employed on tenure track or tenure contracts and may submit Class A or Class B Grievant Complaints as stipulated in Section 2.17.8. The six academic titles approved by the University include Lecturer, Adjunct Professor, Visiting Professor, Faculty/Research Associate, Faculty-in-Residence, and Endowed Chair/Professorship; all titled academic faculty are employed on at-will contracts and may only submit Class C Grievant Complaints as stipulated in Section 2.17.8.

**g. Grievable Actions \ Grievable Conflict**

“Grievable Actions” refers to actions or decisions as described in Section 2.17.8 that can be the basis of a formal grievance complaint. “Grievable Conflict” refers to a situation arising as a result of such an action or decision.

**h. Grievance Hearing Committee**

A committee consisting of five (5) members of the Grievance Panel assigned to review a specific Complaint as described in Sections 2.17.12 and 2.17.14.4.

**i. Grievance Panel**

The Grievance Panel consists of a pool of eligible Grievance Hearing Committee members consisting of fifteen (15) tenured academic faculty members as described in Section 2.17.14.1.



**j. Parties to a Grievance**

Parties to a grievance include only the Grievant and the Responsible Individual.

**k. Response**

Written statement prepared by a Responsible Individual (see Section 2.17.6.1) in response to a written Request for Formal Grievance Hearing Review and must be submitted to the Grievant and the UGO no later than five (5) working days after receiving the Request for Formal Grievance Hearing Review, per Section 2.17.12.1.

**l. Responsible Individual**

The individual responsible for the decision or action which constitutes the basis of a grievance complaint.

**m. Request for Formal Grievance Hearing Review**

A written statement submitted by the Grievant to the University Grievance Officer which shall include

- (i) A completed and signed copy of the Request for Formal Grievance Hearing Review provided in Appendix G of the Faculty Handbook
- (ii) A copy of the Complaint
- (iii) A summary of the evidence that the Grievant is prepared to submit to support the claim.  
See Section 2.17.12.1c for further information concerning materials provided as evidence for a Hearing Review.

**n. Right to Counsel**

Parties to Grievances may seek the aid and assistance of counsel, either legal and/or peer, who may participate in formal Grievance Hearing proceedings as described in Sections 2.17.12.5. Legal counsel refers to those counselors selected by the parties who are licensed to practice law, whether members of the academic faculty or not. Peer counsel refers to those counselors selected by the parties who are not licensed to practice law. Counselors shall not have standing to speak.

**o. Settlement Agreement**

A written agreement to settle a grievable conflict reached either during the mediation period or at some point following the mediation period but prior to the issuance of a written Hearing Review Committee Decision. See Sections 2.17.11.5b and 2.17.12.4 for information concerning legal and administrative review and approval.

**p. Working Day**

Any day of normal University operations based upon the five (5) day, Monday through Friday week, except all official University holidays. See Section 2.17.10 concerning possible postponements of mediation and grievance procedures during the summer months.

**q. University Mediators (UMs)**

Individuals responsible for conducting mediation as described in Section 2.17.11.

**r. University Grievance Officer (UGO)**

Individual responsible for coordinating and facilitating the activities of the UMs, the Grievance Panel, and the Grievance Hearing Committees. Detailed responsibilities of and selection process for the UGO are described in Section 2.17.13.

## **2.17.7 The Right to Grieve**

### **2.17.7.1 Persons Entitled to Grieve**

Any ranked or titled academic faculty member as defined in Section 2.2.1 may initiate a Grievance, subject to the requirements set forth above (Mediation) and as further provided below. Grievances by more than one (1) faculty member from a single administrative unit or department or committee thereof may be joined in a common grievance if, in the discretion of the UGO, their Grievances have sufficient commonality to be heard collectively. Persons entitled to grieve under the terms and conditions of this policy are referred to as “Grievants.” Matters that can be subject of Grievances are described in Section 2.17.8 and are called “Grievable Actions.”

### **2.17.7.2 Provision of Due Process to Grievants**

No action that may deprive a faculty member of a constitutional right shall be taken unless such a member has first been accorded due process of law.

## **2.17.8 Forms of Grievable Actions**

Grievable Actions will be in the form of three (3) separate classes of Grievances.

Class A and B Grievances, as more fully described below, must involve a complaint by a tenure or tenure track faculty member that a Grievable Action has occurred because a decision, recommendation, or action of an administrator is unfair, unreasonable, arbitrary, capricious, or discriminatory, and/or is contrary to normal administrative procedures as described in the Faculty Handbook, and/or violates academic freedom, and that it does or will adversely affect the Grievant in his or her academic and/or professional capacity and/or negatively affect the integrity or quality of the academic program, excepting those matters set forth in Section 2.17.3 and Section 2.17.4.

Class C Grievances, as more fully described below, must involve a complaint by an at-will faculty member whose employment was terminated by the University.

The determination of whether a Grievance is considered a Class A, Class B or Class C Grievance shall be made by a majority vote of the Grievance Hearing Committee appointed to the grievance.

- a. Class A Grievances are those that involve complaints by a tenure or tenure track faculty member about the following actions: termination of contractual rights, reduction of salary, demotion, actions violative of academic and intellectual freedom, or assignment of unreasonable workloads. The burden of proof in Class A Grievances falls upon the individual initiating the decision or the action which constitutes the basis of the grievance (“Responsible Individual”). (For description of Burden of Proof, see Section 2.17.6b.)
- b. Class B Grievances pertain to a complaint by a tenure or tenure track faculty member that a term or condition of employment other than those that may be the basis for a Class A or Class C Grievance, such as reappointment, amount of salary increase, denial of promotion, denial of tenure, abuse of discretion, lower evaluation than deserved on annual review, or denial of sabbatical leave. The burden of proof in Class B Grievances falls upon the Grievant. (For description of Burden of Proof, see Section 2.17.6b.)
- c. Class C Grievances involve a claim by an at-will faculty member that the Provost’s recommendation to the President regarding termination was due to discrimination prohibited under Federal or State law or University policy. The burden of proof in Class C Grievances shall fall upon the Grievant. (For description of Burden of Proof, see Section 2.17.6b.)

Tenure and tenure-track faculty requests for a salary adjustment related to equity or salary compression do not form the basis of a grievance complaint, but shall be considered under the provisions of Section 2.13.2.2. Regarding Class A and Class B complaints related to salary, see also Section 2.13.3.

## **2.17.9 Overview of Grievance Process.**

### **Step 1 Informal Resolution**

Prior to referring a grievable conflict to the University Grievance Officer (hereinafter referred to as “UGO”) per the provision of Step 2, the Grievant should seek to resolve the dispute informally through discussions with the responsible individual(s) and the immediate supervisor of the responsible individual(s). Failure to seek informal resolution within twenty (20) working days after the date of the decision or action giving rise to the grievable conflict or Discovery of the decision or action shall not be grounds for denying access to the formal mediation and grievance procedures described in Section 2.17.

### **Step 2 Filing of a Grievance Complaint with University Grievance Officer**

If informal resolution is not achieved, then a formal Grievance Complaint shall be submitted by the faculty member to the UGO no later than twenty (20) working days after the date of the decision or action giving rise to the grievable conflict or Discovery of the decision or action. See Section 2.17.6 for details concerning Discovery and the preparation of a Grievance Complaint.

### **Step 3 Referral of Grievable Conflicts to University Mediators**

The UGO shall assign a University Mediator (hereinafter referred to as “UM”) from the pool within five (5) working days after receiving a Grievance Complaint. A first meeting with mediation participants will take place within ten (10) working days after that assignment, except in the case of an objection to the assignment of the UM. If the UM has reason to believe that mediation efforts are likely to produce a resolution of the grievable conflict, the mediation period will be extended for twenty (20) working days. If the mediation is unsuccessful, the UM will provide a written statement to that effect to the parties indicating the termination of mediation. See Section 2.17.11 for additional details concerning the Mediation Time Line and Procedures.

### **Step 4 Request for Formal Grievance Hearing Review**

Within fifteen (15) working days after the date of the written notice of termination of mediation, the Grievant shall submit a written Request for a Formal Grievance Hearing Review to the Responsible Individual and the UGO. See Section 2.17.6m for further details concerning the preparation of a Request for Formal Grievance Hearing Review.

### **Step 5 Written response by Responsible Individual**

Upon receipt of the Request for a Formal Grievance Hearing Review from the Grievant, the Responsible Individual shall prepare a written response (“the Response”) and submit it to the Grievant and the UGO no later than five (5) working days after receiving the Request for a Formal Grievance Hearing Review. This Response should be limited to addressing the claim made in the Request for a Formal Grievance Hearing Review.

### **Step 6 Commencement of the Grievance Hearing Review**

The UGO shall forward the Request for a Formal Grievance Hearing Review and the Response to the Grievance Hearing Committee (hereinafter referred to as “the Committee”). The hearings of a Grievance shall begin no later than ten (10) working days following a Grievant's request for a formal hearing and culminate in a written decision from the Grievance Hearing Committee within ten (10) working days of the date of the last hearing session. See 2.17.12 for further details concerning the Grievance Hearing Review Procedures.

**Step 7 Administrative Review of the Grievance Hearing Review Committee Decision**

Decisions of the Grievance Hearing Committee adverse to the Grievant are final unless the Grievant chooses to appeal the committee decision. All other decisions of the Grievance Hearing Committee must be reviewed and approved by the Provost and President before they become final, unless the Provost or the President is a party to the Grievance. If the Provost is a party to the Grievance, but the President is not, the review shall be made only by the President. If the President is a party to the Grievance, the review shall be made only by the Board of Governors as detailed in Step 10 below.

**Step 8 Provost Review and Recommendation**

The Provost shall consider the recommendations of the Grievance Hearing Committee concerning a Grievance only on the basis of the written record accumulated to that point, together with an appeal, if any, by the Grievant. An appeal by the Grievant must be submitted to the Provost within five (5) working days after receipt of the written decision of the Grievance Hearing Committee and must provide reasons for the appeal. Within ten (10) working days of an appeal from the Grievant or a Grievance Hearing Committee decision that was not appealed, the Provost shall respond in writing. See Section 2.17.12.9.1 for details on Provost Review.

**Step 9 Presidential Review and Action**

The President shall consider the recommendations of the Grievance Hearing Committee and the Provost (unless the latter was a party to the Grievance) and any appeals by the Grievant. An appeal by the Grievant must be submitted to the President within five (5) working days after receipt of the written statement from the Provost (or the written decision of the Grievance Hearing Committee if the Provost was a party to the Grievance) and must provide reasons for the appeal. Failure of the Grievant to file an appeal within this period shall constitute acceptance of the decision of the Provost (or the decision of the Grievance Hearing Committee if the Provost was a party to the Grievance). The President shall issue a decision to all parties, members of the Grievance Hearing Committee and the UGO within fifteen (15) working days after receipt of all relevant material. See Section 2.17.12.9.2 for details on Presidential Review and Action.

**Step 10 Appeal to the Board in Cases Involving the President as a Party to the Grievance or in Cases Involving Dismissal/Termination of a Tenure or Tenure Track Contract Faculty Member**

If the President was a party to the Grievance or if the President recommends Dismissal or Termination of a Tenure or Tenure Track Contract, the Grievant may appeal the decision of the Grievance Hearing Committee to the Board. See Section 2.17.12.9.3 for details concerning the Board appeals process.

**2.17.10 Time Limitations**

By written agreement of the parties, or in the event of pressing emergencies, subject to the written approval of the UGO, the time limits set forth in Section 2.17 may be extended for reasonable periods.

In the absence of such an agreement, the following shall apply when any action which is required to be taken within a specified time period is not taken in time:

- a. If the Grievant fails to act within the time limits provided herein, the University shall have no responsibility to process the grievance and it shall be deemed withdrawn.

- b. In the case where the Responsible Individual or UGO fails to act in time, the grievant may proceed to the next level of the procedure and any subsequently issued decision on the matter at the bypassed level shall be void, with the following exceptions:<sup>1</sup>
  - (i) In the case of a Complaint that is filed less than forty (40) days before the end of the academic year or during the summer, mediation and hearing procedures may be postponed until the beginning of the following academic year by the UGO who shall make this decision based on the nature and seriousness of the grievable action or conflict. The written decision of the UGO to postpone mediation and hearing procedures will be provided to all Parties within five (5) working days of receipt of the Complaint.
  - (ii) In the case of a Request for Formal Grievance Hearing Review which is filed less than fifty (50) days before the end of the academic year or during the summer, hearing procedures may be postponed until the beginning of the following academic year by the UGO who shall make this decision based on the nature and seriousness of the grievable action or conflict. The written decision of the UGO to postpone hearing procedures will be provided to all Parties within five (5) working days of receipt of the Request for Formal Grievance Hearing Review.
  - (iii) In the case of a decision by the UGO that Mediation and/or Hearing Review should continue during summer months, the individual(s) appointed as a University Mediator and/or as a member of a Hearing Review Committee may receive compensation, as determined by the Provost, for service during summer months.

## **2.17.11 Mediation Process**

### **2.17.11.1 Summary of Mediation Process**

The persons responsible for conducting mediation under this section will be referred to as “University Mediators” (hereinafter referred to as “UMs”). The UMs will be responsible for mediating grievable conflicts involving academic faculty members. There will be a pool of UMs. The assigning of UMs is set forth in Section 2.17.11.3. Upon such assignment, the UM shall meet with the mediation participants. If, after meeting with the mediation participants, the UM reasonably believes that mediation efforts may result in a resolution of the grievable conflict, the mediation participants shall enter into a written agreement for a mediation period of a specified duration, not to exceed 30 days, with the UM to attempt to resolve the grievable conflict.

An administrator’s decision which gave rise to a grievable conflict may be altered through the mediation process. Possible outcomes of the mediation process as regards an administrator’s decision are:

- a. Acceptance of the decision;
- b. Modification of the decision;
- c. Repeal of the decision;
- d. Proceeding to grievance due to a lack of resolution;
- e. Other outcomes agreed to between the parties during the mediation process.

If the mediation process does not produce a resolution of a grievable conflict within a reasonable time period (not to exceed 30 days), or if the UM finds that it is unlikely to do so, the faculty member shall be entitled to file a Request for a Formal Grievance Review Hearing in accordance with Step 4 of Section 2.17.9.

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<sup>1</sup> The days specified in this section are based on timelines for each phase of the process leading up to Provost Review of a Grievance Hearing Committee decision.

## **2.17.11.2 University Mediators**

### **2.17.11.2.1 Qualifications of University Mediators**

Each UM for academic faculty members shall be a tenured, full-time member of the academic faculty with at least the rank of associate professor or shall be a faculty member with a transitional appointment who previously held such a rank or shall be a retired faculty member within three years of retirement who previously held such a rank. A UM shall have no administrative duties (see Section 2.17.6a) throughout the term of service.

### **2.17.11.2.2 Selection and Terms of University Mediators for Academic Faculty**

The President of Faculty Senate and the Provost shall solicit nominations for UMs from the academic faculty members prior to the end of each academic year. In consultation with the Faculty Senate, the Council of Deans, and any other appropriate groups, the President of Faculty Senate and the Provost shall jointly forward recommendations to the President. The President shall appoint at least two (2) academic faculty UMs for the upcoming year, with the number of appointments made in any given year sufficient to maintain a pool of at least six UMs at all times. All appointees must be chosen from the recommendation list prepared by the President of Faculty Senate and the Provost. The UMs for academic faculty members normally shall take office on July 1 following their appointment by the President.

As appropriate, individuals appointed as UMs may have their effort distributions adjusted, as negotiated with their immediate supervisor, to reflect their involvement in the mediation process; or they may receive reassigned time from their academic obligations, or compensation, as determined by the Provost, if mediation is required beyond their appointment periods, during summer months, or if they are retired.

The term of office for a UM shall be three (3) consecutive one (1) year appointments, with each appointment beginning on July 1 and ending on June 30 of the following calendar year. There is no limit to the number of terms a UM may serve. If the position becomes vacant before the expiration of the term, the President of Faculty Senate and the Provost shall recommend jointly an interim appointment to the President to serve until a new UM is selected and takes office the next July 1. Individuals appointed as an interim UM should either have training as mediators per the provisions of Section 2.17.11.2.3, or receive such training immediately upon appointment.

### **2.17.11.2.3 University Mediators' Training**

The UMs must attend periodic mediation training sessions to be eligible to participate in the University's mediation process. Training sessions shall be arranged by the Provost no less frequently than the beginning of each Academic Year, and be held by experienced mediation professionals, as determined by the Provost in consultation with the President of Faculty Senate.

## **2.17.11.3 Referral of Grievable Conflicts to University Mediators**

Within five (5) working days after receiving a Complaint, the UGO shall assign a UM from the pool. The mediation participants shall have five (5) working days from the date of the assignment of the UM to object to such an assignment. An objection can only be raised based on a potential or actual conflict of interest arising from the UM's prior or current relationship with the mediation participants or knowledge of previous related grievable conflicts. The UGO shall make the final decision on the assignment of a UM.

#### **2.17.11.4 Mediation Procedures/Time Line**

- a. The UM shall attempt to mediate potential grievable conflicts involving faculty members by meeting with the mediation participants, discussing their respective positions, and reviewing relevant information. Such action shall occur within ten (10) working days following assignment of a grievable conflict to a UM.
- b. If, after meeting with the mediation participants, the UM has reason to believe that mediation efforts are likely to produce a resolution of the grievable conflict, the mediation period shall be extended an additional (20) working days from the date of the initial meeting. If the mediation period does not produce a resolution of a grievable conflict, the mediator shall issue a written notice of termination of the mediation. Within fifteen (15) working days of the date of the notice of termination of mediation, the grievant shall file a written request for a formal Grievance Review Hearing with the Responsible Individual and the UGO.
- c. The UM may continue to work with the mediation participants even after a written Request for a Formal Grievance Review Hearing is filed under Section 2.17.12. The UM's mediation efforts must, however, cease at the time that a Review Hearing commences.
- d. Grievable conflicts that are not referred for mediation within twenty (20) working days of Discovery or for which a Request for a Formal Grievance Review Hearing is not filed within fifteen (15) working days following the termination of the mediation period (see Section 2.17.11.4b) are not eligible to be heard by a Grievance Hearing Committee under the provisions of Section 2.17.12.

#### **2.17.11.5 Documentation**

- a. The UGO and/or the UM assigned to the case may request from the participants, and is entitled to receive promptly, any and all materials that either one may deem relevant to the grievable conflict.
- b. Any resolution reached during mediation by participants must be reduced to writing and titled as a Settlement Agreement. Such Agreements are subject to approval by the Provost and the President and review by the Office of General Counsel for legal sufficiency.

#### **2.17.11.6 Admissibility of Communication with the University Mediators**

Documentation and other communication created specifically in connection with the resolution of a grievable conflict shall constitute a part of the faculty member's personnel file pursuant to the Dispute Resolution Act, C.R.S. 13-22-301 et seq. Accordingly, such communication is intended to be confidential to the full extent permitted by law and not be disclosed, except as may otherwise be required by law or by agreement of the mediation participants. When a resolution is reached, documentation and other communication created during the mediation process shall be forwarded to the UGO, who shall retain the materials for a minimum of 8 years. For purposes of admissibility in a grievance hearing, records created by a Faculty member or a Responsible Individual prior to a faculty member's initiation of the mediation process are not considered confidential communication.

#### **2.17.12 Grievance Hearing Review Procedure**

The faculty member is required to participate in the mediation process set forth above prior to requesting a Grievance Hearing Review. If a satisfactory resolution is not achieved through the mediation process, or if the UM determines that mediation will not be successful, the faculty member may then file a Request for Formal Grievance Hearing Review using the procedure below.

#### **2.17.12.1 Time and Manner of Initiating a Grievance Hearing Review**

A Grievance Hearing Review must be initiated by submitting a written Request for a Hearing Review to the Responsible Individual and the UGO no later than fifteen (15) working days after the date of notice of termination of the mediation period, as described in Section 2.17.11.4.

The Request for Formal Grievance Hearing Review shall include:

- a. A completed and signed copy of the Request for Formal Grievance Hearing Review provided in Appendix G of the Faculty Handbook
- b. A copy of the Complaint
- c. A summary of the evidence that the Grievant is prepared to submit to support the claim.  
The UGO shall have the right to question and determine the applicability, reasonableness, and relevance of any material to the Grievance, but must relate any such concerns to the Grievant and provide the Grievant an opportunity to improve the materials. One week after this communication, the UGO shall forward the Grievant's complaint to the Committee with a statement that, in the opinion of the UGO, the Grievant has or has not produced relevant and/or reasonable evidence.

Upon receipt of the Request for Formal Hearing Review from the Grievant, the Responsible Individual shall prepare a written response ("the Response") and submit it to the Grievant and the UGO no later than five (5) working days after receiving the Request for Formal Hearing Review. This Response should be limited to addressing the claim made in the Request for Formal Hearing Review.

#### **2.17.12.2 Receipt of Request for Formal Hearing Review by Grievance Hearing Committee**

The UGO shall forward the written Request for Formal Hearing Review and the Response (see Section 2.17.12.1) to the Grievance Hearing Committee.

The Committee may, either at the request of a party, or on its own initiative:

- a. Instruct the parties to file further written statements explaining their respective positions.
- b. Direct the parties to produce all relevant documents and to identify all possible witnesses summarizing their expected testimony

The Committee may decide a Class B grievance without a hearing if the Committee determines that the Complaint lacks substantive merit under the criteria specified in Section 2.17.8. Prior to rendering a decision on a Class B grievance without a hearing, the Committee Chairperson shall relate the Committee concerns to the UGO and the Grievant in writing and provide the Grievant an opportunity to supplement the materials provided and further explain his/her position. Within five (5) working days of receipt of a request for supplemental materials, the Grievant shall forward a response to the Committee Chairperson and the UGO. Should the Committee find that the Grievant's response does not adequately address Committee concerns about the merit of the Complaint, the Committee may render a decision without a hearing. The faculty member shall have the right to appeal to the Provost a decision rendered by the Committee without a hearing, unless the Provost is a party to the Grievance, in which case the President shall consider the appeal.

#### **2.17.12.3 Right To Clerical Assistance**

Any person requesting a formal Grievance Hearing Review has the right to clerical support from University personnel for preparation of documents for use in the Grievance process. Because maintenance of confidentiality is an important element of the procedure, the clerical support should come from a unit at the next higher level than the one in which the Grievant is housed (e.g., from the dean, for an academic faculty member; from a vice president, for a dean; etc.).



#### **2.17.12.4 Resolution by Settlement Agreement**

At any time in these proceedings, the Parties to a grievance may seek to resolve the matter by mutual agreement. A Settlement Agreement must be forwarded in writing to the Provost for administrative review and approval per the procedures in Section 2.17.12.9. In the event that the Settlement Agreement is not approved by the Provost and the President, Grievance Hearing Procedures will re-commence within five (5) working days.

#### **2.17.12.5 Conduct of Grievance Hearings**

Evidentiary rules that are applicable to all hearings are given in Section 2.17.12.7. The rules and procedure outlined below shall apply in all formal hearings conducted by a Grievance Hearing Committee.

- a. The Formal Grievance Review Hearing shall commence no later than ten (10) working days following a Grievant's Request for a Formal Hearing. Each party has the right to request a delay of no more than ten (10) working days upon showing a necessity to allow the proper development of the evidence and arguments, and the UGO shall have the authority to delay hearings to facilitate joining of complaints as provided for in Section 2.17.7.1. Grievance hearings are closed to the public. The Chairperson of the Grievance Committee shall decide all procedural and evidentiary issues during the proceedings.
- b. Prior to the start of the grievance hearing, the Grievance Hearing Committee chairperson shall provide the opportunity to both parties to challenge for cause members of the Grievance Hearing Committee sitting to hear the Grievance.
  - (i) Challenge for cause shall be defined to mean a showing that the challenged member of the Grievance Hearing Committee has a conflict of interest and, either through involvement with the original decision or involvement with the parties (one or both), may be incapable of rendering an impartial decision.
  - (ii) The Grievance Hearing Committee chairperson shall have the authority to decide all such challenges other than those involving the chairperson. Such latter decisions shall be made by the UGO. Members successfully challenged shall be excused from hearing the Grievance.
  - (iii) If, because of challenge or excuse, a member of a Grievance Hearing Committee is unable to sit the next succeeding Grievance Panel member in the rotation order shall sit to hear the Grievance.
- c. Parties to the Grievance shall have the right to legal and/or peer counsel (see Section 2.17.6n). Parties shall identify their counsel no later than the beginning of the grievance hearing and shall not have the right to delay their proceedings because of the lack of counsel, except in the case of emergencies (as determined by the Grievance Hearing Chairperson) occur. In cases where the Office of General Counsel provides an advisor to an administrator against whom a grievance has been filed, a separate representative from the Office of General Counsel would be assigned to advise the Grievance Hearing Committee, thereby preventing a conflict of interest.
- d. Once initiated, the hearings shall continue on a daily or nightly basis depending on the convenience of the parties and in all cases shall be concluded within ten (10) working days unless extended by the Grievance Hearing Committee.
- e. Parties to a Grievance have the responsibility to attend all scheduled hearings. No substitutes for the parties shall be allowed. If a party is unwilling to attend any hearing, the proceedings may be held *ex parte*. Parties to a grievance shall have the right to delay proceedings in the event that they are unable to be present due to an emergency (as determined by the Grievance Hearing Chairperson). A scheduled hearing session may not take place without all five members of the Committee present. The presence of the UGO at a hearing session is not required.
- f. Parties to Grievances and counsel for such parties are responsible for abiding by the procedures herein established. Those parties failing to adhere to the procedures, or failing to assure that their counsel adhere

to the procedures, may be excluded from participation in the hearings by a majority of the Grievance Hearing Chairperson) and shall have written decision rendered without the presence of those parties.

- g. The Grievance Hearing Committee Chairperson (see Section 2.17.14.4) shall open the hearing by determining that the parties are present and by identifying the legal and/or peer counsel chosen by the parties. Such advisors or counsels are free to fully advise respective clients to the dispute throughout the proceedings, to assist in formulating any required written documentation, and to help prepare for any oral presentation, but may not actively participate in the proceedings by making objections, by examining witnesses, or attempting to argue the case. The attorneys may not offer unsolicited advice to the Committee. Only the committee members, UGO, parties to the Grievance, and witnesses called shall have standing to speak.
- h. The Grievance Hearing Committee chairperson shall provide the opportunity to all members of the Grievance Hearing Committee to excuse themselves from service prior to a hearing on grounds of conflict of interest or such intimate involvement in or with the original decision of the parties (one or both) as to be incapable of rendering an impartial judgment concerning the alleged Grievance.

#### **2.17.12.6 Order of Proceedings for Grievance Hearings**

The sequence during the hearings shall vary in accordance with the allocation of the burden of proof. In all instances, the party having the burden of proof shall have the right and responsibility to present first. Subject to Section 2.17.12.4g above, the following persons are entitled to be present during the hearings:

- a. The parties and their advisors and representatives (see Section 2.17.6n).
- b. The UGO, Committee members, and their counsel.
- c. Witnesses when testifying.
- d. Such other persons as are specifically authorized by the Grievance Hearing Committee, unless their presence is objected to by either party and sustained by the UGO.

The hearing process normally should proceed as follows:

- a. Statement by the party having the burden of proof.
- b. Statement by the other party.
- c. Presentation of evidence, either through direct testimony or in authenticated documentary form, by the party carrying the burden of proof (see Section 2.17.12.7 for Evidentiary Rules). The opposing party shall have the right to challenge the relevancy of testimony and written evidence, or to impugn the authenticity of the testimony or evidence presented, and to cross-examine the parties and all witnesses following their original testimony and questioning by the party calling them. All decisions on challenges shall be rendered by the Committee chairperson. Challenges of procedural decisions rendered by the chairperson shall be decided by a majority vote of the remaining members of the Grievance Hearing Committee, with all tie votes sustaining the chairperson.
- d. Presentation of evidence, as described immediately above, by the opposing party with the same rights and arrangements as outlined immediately above for both parties.
- e. Direct rebuttal of arguments made by each party.
- f. Members of the Grievance Hearing Committee sitting to hear the Grievance shall have the right to direct questions to witnesses called or to the parties during the presentation of evidence. Where a witness cannot or will not appear, but the Grievance Hearing Committee determines that the interest of justice requires admission of his/her statement, then the Grievance Hearing Committee will attempt to arrange for a deposition. An affidavit or statement from a witness proffered by one party, where the

witness is not available for cross-examination, shall not be introduced into the record except by agreement of the non-proffering party.

- g. Summary arguments by the party having the burden of proof, followed by summary arguments of the opposing party.
- h. The members of the Grievance Hearing Committee shall have the authority to direct any further questions to either or both parties following argument and summary, to schedule further hearings to develop points not yet clarified or call additional witnesses requested by the Grievance Hearing Committee if the Committee feels the need to do so. A decision to require further hearings shall be made by the majority vote of the Committee, and such decision shall be announced by the Committee chairperson to the parties with instructions as to the points of evidence or argument requiring further clarification.

#### **2.17.12.7 Evidentiary Rules for Grievance Hearings**

The following rules shall apply in all hearings before a Grievance Hearing Committee:

- a. It shall be the responsibility of the party seeking to introduce the evidence to demonstrate to the satisfaction of the Committee the pertinence, legitimacy, authenticity and relevance of the evidence presented.
- b. Witnesses called to testify shall have direct and personal knowledge of the points attested to and shall be subject to challenge on the ground that they lack such knowledge. Parties seeking to introduce the testimony of witnesses shall first establish the foundation for (access to pertinent evidence) and the relevancy of the testimony of witnesses.
- c. Either party also may object during the questioning or cross questioning of witnesses to the relevancy of the line of questioning pursued. In such an event, the questioner shall show the relevance of the questioning to the Grievance to the satisfaction of the Committee. All hearings shall be recorded and upon request either party shall have the right to a copy of the record.
- d. Communications and documents prepared and produced solely in connection with the Mediation process shall not be admissible at the Hearing.
- e. The UM for a specific case cannot attend or be called as a witness in a grievance hearing for that case.
- f. In cases involving allegations of unlawful harassment, discrimination, or retaliation, the Grievance Hearing Committee shall review the investigative report of the Director of AA/EEO, and shall give strong deference to the findings and recommendations contained therein.
- g. No offer of settlement of a grievance by either party to the grievance will be admissible as evidence in later grievance proceedings or elsewhere.
- h. No settlement of a grievance will constitute a binding precedent in settlement of similar grievances, unless otherwise agreed.

#### **2.17.12.8 Grievance Hearing Committee Decision**

- a. Following the hearing, the Grievance Hearing Committee shall retire for the purpose of discussion, conference, and decision. These deliberations shall remain confidential to the full extent permitted by law. The Grievance Hearing Committee shall not substitute its judgment on the substantive merits of the decision which is the basis of the Grievance but will review the decision or action of the Responsible Individual solely to determine whether the action is unfair, unreasonable, arbitrary,

- capricious, or discriminatory, and/or is contrary to normal administrative procedures as described in the Faculty Handbook and/or or violates academic freedom.
- b. When a majority decision has been attained, the Committee chairperson shall have the responsibility to oversee the formulation of a written statement of the decision that summarizes the relevant evidence and explains the reasoning that supports the decision. It also shall state specifically any action necessitated by the decision and identify any proposed relief to be provided. Should the Committee chairperson not concur in the majority decision, the members of the majority shall choose from among their number a person to oversee the formulation of the written statement of the decision.
  - c. In all cases, the written decision of the Committee shall be rendered within ten (10) working days of the adjournment for discussion and conference. Dissenting opinions, if any, shall follow the same guidelines and shall be rendered within the same time limits. The Committee chairperson shall transmit the written decision(s) of the Committee to the UGO.
  - d. The UGO shall notify both parties when a written decision has been rendered. Within two (2) working days after notice of a decision has been given, the UGO shall announce the decision to both parties. Written copies of the decision or decisions shall be provided to the parties and to the immediate supervisor of the Responsible Individual for administrative review.
  - e. Upon request, any party to the conflict is entitled at no cost to a copy of all written or documentary evidence introduced at the hearing.

#### **2.17.12.9 Administrative Review and Approval**

Decisions of the Grievance Hearing Committee adverse to the Grievant are final unless the Grievant chooses to appeal the committee decision. All other decisions of the Grievance Hearing Committee must be reviewed and approved by the Provost and President before they become final, unless the Provost or the President is a party to the Grievance. If the Provost is a party to the Grievance, but the President is not, the review shall be made only by the President. If the President is a party to the Grievance, the review shall be made only by the Board.

##### **2.17.12.9.1 Provost Review and Recommendation**

The Provost shall consider the recommendations of the Grievance Hearing Committee concerning a Grievance only on the basis of the record accumulated to that point, together with an appeal, if any, by the Grievant. An appeal by the Grievant must be submitted to the Provost within five (5) working days after receipt of the written decision of the Grievance Hearing Committee and must provide reasons for the appeal. Failure of the Grievant to file an appeal within this period shall constitute acceptance of the Grievance Hearing Committee decision. No party may introduce new substantive issues for the Provost's review. The Provost shall overturn a decision of the Grievance Hearing Committee only if there is a finding that the decision of the Grievance Hearing Committee was unfair, unreasonable, arbitrary, capricious, or discriminatory.

Within ten (10) working days of receipt of an appeal from the Grievant, if any, and no later than fifteen (15) working days of receipt of the written Grievance Hearing Committee decision, the Provost shall respond by providing to all parties to the Grievance, members of the Grievance Hearing Committee and the UGO a written statement of the decision rendered with a summary of relevant evidence and the reasoning that sustains the decision. A decision to reject the Grievance Hearing Committee's decision shall be based upon a determination that the decision was unfair, unreasonable, arbitrary, capricious, or discriminatory. The Provost shall issue a written statement of the decision, complete with a recounting or summary of the pertinent evidence, a recitation of the relevant policy or policies, and an explanation of the reasoning behind the refusal to accept the Grievance Hearing Committee decision.

### **2.17.12.9.2 Presidential Review and Action**

- a. The President shall consider the recommendations of the Grievance Hearing Committee and the Provost (unless the latter was a party to the Grievance) and any appeals by the Grievant. An appeal by the Grievant must be submitted to the President within five (5) working days after receipt of the written statement from the Provost (or the written decision of the Grievance Hearing Committee if the Provost was a party to the Grievance) and must provide reasons for the appeal. Failure of the Grievant to file an appeal within this period shall constitute acceptance of the decision of the Provost (or the decision of the Grievance Hearing Committee if the Provost was a party to the Grievance). Appeals to the President shall include a written summary of the basis for the appeal, not to exceed two (2) pages, and include copies of the Complaint, the original decision upon which the Grievance was based, the decision of the Grievance Hearing Committee, and all administrative decisions made with respect to the decision of the Grievance Hearing Committee. The UGO shall assist the Grievant in obtaining any such documentation, if necessary.

Appropriate action by the President refers to the President's decision to accept or reject the decision of the Provost (or Grievance Hearing Committee if the Provost was a party to the Grievance).

- (i) A decision to accept a Grievance Hearing Committee decision in favor of a Grievant shall require that the President issue the appropriate instructions through the administrative chain leading to the administrator with whom the grievance initially was filed to make the appropriate redress of the grievance.
  - (ii) A decision to accept the Grievance Hearing Committee's decision against the Grievant shall require a statement to that effect.
  - (iii) A decision to reject the Grievance Hearing Committee's decision shall be based upon a determination that the decision was unfair, unreasonable, arbitrary, capricious, or discriminatory. The President shall issue a written statement of the decision, complete with a recounting or summary of the pertinent evidence, a recitation of the relevant policy or policies, and an explanation of the reasoning behind the refusal to accept the Grievance Hearing Committee decision. To provide redress in cases where the Presidential decision favors the Grievant, the President shall issue the appropriate instructions through the administrative chain leading to the administrator with whom the grievance initially was filed.
- b. The President shall issue a decision to all parties, members of the Grievance Hearing Committee and the UGO within fifteen (15) working days after receipt of all relevant material. Except as set forth below, the decision of the President is final:
    - (i) Appellate review of a dismissal decision for tenure or tenure track contract faculty may be sought before the Board of Governors of the Colorado State University System in accordance with the Dismissal Policy in Section 2.16.4.
    - (ii) Appellate review of a termination decision for tenure or tenure track contract faculty for reasons of prolonged mental or physical illness may be sought before the Board of Governors of the Colorado State University System in accordance with the Termination Policy in Section 2.16.6.
    - (iii) Appellate review of a termination decision for tenure contract faculty for reasons of reduction of force for reasons of financial exigency may be sought before the Board of Governors of the Colorado State University System in accordance with the Termination Policy in Section 2.16.6.3.3.

### **2.17.12.9.3 Appeals Process in Cases Involving the President as a Party to the Grievance or in Cases Involving Dismissal/Termination of a Tenure or Tenure Track Contract Faculty Member**

If the President was a party to the Grievance, or if the President recommends dismissal or termination of a tenure or tenure track contract faculty member, the Grievant may submit an appeal the CSU System Board of Governors (Board)

An appeal to the Board must be made in accordance with the then existing Review Policy of the Board. Copies of this Policy may be obtained either from the UGO or the Executive Secretary of the Board. The Review Policy describes Board review requirements for submission of written statements and the process by which the Board conducts its review and makes its decisions. The faculty member should refer to the Review Policy in its entirety for a complete understanding of the Board's requirements for review of dismissal decisions.

Board decisions in favor of the Grievant shall include an appropriate remedy for the Grievance, whether through special Board action or in the form of instruction for appropriate administrative relief. Decisions by the Board, whether to approve or disapprove recommendations by the Grievance Hearing Committee or to sustain or reject appeals made by Grievant, are final.

#### **2.17.12.9.4 Procedural Violations of Grievance Hearing proceedings**

Allegations that specific provisions of this Grievance Policy were violated during Grievance Hearing proceedings shall not constitute grounds for a grievance under the provisions of Section 2.17, but shall receive due consideration at the appeal level. The sole exception to this provision shall be violations of the confidentiality provisions in Section 2.17.16, which shall be grievable.

### **2.17.13 University Grievance Officer**

The UGO is responsible for coordinating and facilitating the activities of the UMs, the Grievance Panel, and the Grievance Hearing Committees (see Sections 2.17.11 and 2.17.14). The UGO also assures that the procedures herein established are followed reasonably and accurately and decides procedural issues as set forth herein. Any departure from these procedures shall occur only with the written approval of the UGO.

#### **2.17.13.1 Selection, Qualifications, and Term of the University Grievance Officer**

The UGO shall be a tenured, full-time member of the academic faculty with at least the rank of associate professor and shall have no administrative duties (see Section 2.17.6a) throughout the term of service. The term of office shall be three (3) consecutive one (1) year appointments. There is no limit to the number of terms a UGO may serve.

The UGO shall be evaluated on an annual basis throughout the three-year term. In November, the Executive Committee of Faculty Senate and the Provost shall evaluate the UGO's performance. At the end of the first year and second year appointments of the three-year term, continuation of the term of the UGO into the subsequent one-year appointment shall require approval by a majority vote of the Executive Committee of Faculty Senate and separately by the Provost.

At the expiration of the three-year term of a UGO, a subcommittee of the Committee on Committees shall solicit nominations for UGO. Nominations must be approved by a majority vote of the Faculty Senate. When at least two nominations have received this approval, the names will be submitted to the President through the Provost. The President will select the UGO during the second week of February and the UGO will take office on the following July 1. The UGO will provide administrative reports to the Provost and the Faculty Senate.

If the position of UGO becomes vacant before the expiration of the three-year term, the Grievance Panel shall recommend an interim appointment to the President, through the Provost, to serve until a confirmed UGO is selected the following February through the procedure specified in the previous paragraph, takes office on July 1. During the interim appointment, the Interim UGO shall serve all the duties of the UGO as specified in Section 2.17.13.4. Whenever possible, an individual appointed as an Interim UGO should have prior experience with the Grievance Procedure either as an UGO or as a member of the Grievance Panel, and should be provided with release time or other compensation commensurate with the duties to be performed.

#### **2.17.13.2 Oversight of the University Grievance Officer**

The UGO shall be responsible to the Grievance Panel (see Section 2.17.14.1) which shall be authorized to adopt procedural guidelines necessary to implement provisions of Section 2.17 as well as to assure that the UGO meets his or her responsibilities under Section 2.17.13.4.

#### **2.17.13.3 Service of the University Grievance Officer**

The UGO shall be appointed part-time, depending upon the work load, with a minimum appointment fraction of 0.25. The appointment fraction and associated funds shall be negotiated at least annually among the UGO, the Provost, and the UGO's department head and may be reviewed as necessary during the year. Adequate secretarial and expense support shall be provided by the Provost.

#### **2.17.13.4 Duties of the University Grievance Officer**

The UGO shall be responsible for:

- a. Maintaining a record of actions taken with the Grievance process.
- b. Coordinating and facilitating the activities of the Grievance Panel by maintaining the records of the Panel, scheduling all meetings of the Panel for informational and organizational purposes, scheduling meetings of its Grievance Hearing Committees, calling individuals to appear before the Grievance Hearing Committees, and establishing the rotation order for service by the members of the Grievance Panel on Grievance Hearing Committees.
- c. Overseeing the grievance procedures, review processes, and mediation system hereby established to insure its effectiveness and to prepare reports to the Grievance Panel, including recommendations for improving the system.
- d. Assuring that academic faculty members are familiar with the provisions, components, purposes, and procedures of the Grievance Procedures, review processes, and mediation system.
- e. Making recommendations to the Committee regarding guidelines for the Committee to operate under pursuant to Section 2.17.
- f. Advising potential and active parties to a Grievance of their prospects for sustaining a Grievance, including their responsibilities for following the procedural rules of Section 2.17.12.
- g. Facilitating the conduct of Hearings and decision.
- h. Preparing, in consultation with the Grievance Panel, an annual report which summarizes activities and recommendations during the previous year each June for the Faculty Senate.
- i. Maintaining and updating the list of UMs.
- j. Appointing appropriate UMs to mediate grievable conflicts involving academic faculty members.

#### **2.17.13.5 Temporary Special University Grievance Officer**

In the event of a conflict of interest by the UGO in a Grievance, or in the event that the UGO becomes a Grievant or requests to be recused, the Provost shall appoint, with the approval of the Grievance Panel and the President, a Special UGO for that Grievance. The Special UGO shall have all the duties herein of the UGO for the duration of the specific Grievance for which he or she is appointed, but only for that specific Grievance. Whenever possible, an individual appointed as a Special UGO should have prior experience with the Grievance Procedure either as an UGO or as a member of the Grievance Panel, and should be provided with release time or other compensation commensurate with the special duties to be performed. The Provost may extend time limits as necessary until the Special UGO has been appointed.

### **2.17.14 Grievance Panel and Grievance Hearing Committees**

#### **2.17.14.1 Grievance Panel**

The Grievance Panel shall be a pool of eligible Grievance Hearing Committee members consisting of fifteen (15) tenured academic faculty members with at least one (1) from the Library and two (2) from every other academic unit. No person having administrative duties, as described in Section 2.17.6a, shall be qualified to serve on the Grievance Panel. Faculty working under a transitional retirement plan are eligible to serve, but faculty on sabbatical leaves are not eligible.

The Grievance Panel shall meet at least once each academic year with University legal counsel to review the Grievance Procedures and Grievance Panel bylaws, with the first such meeting taking place as soon as possible following the appointment of new members to the Grievance Panel.

The Grievance Panel shall operate under a set of bylaws that describes the operating procedures of the Grievance Panel and Grievance Hearing Committees. These bylaws shall be prepared by the Grievance Panel in consultation with the UGO, or subcommittee thereof, and shall be reviewed annually and modified as appropriate.

The Grievance Panel in consultations shall also be responsible for making recommendation to Faculty Senate and University administration concerning the need for changes in these grievance policies and procedures.

The Grievance Panel shall elect an ad hoc chairperson for each meeting. The UGO shall be an *ex officio* and non-voting member of the Grievance Panel during its meetings.

#### **2.17.14.2 Election of Grievance Panel Members**

Faculty serving as representatives of their academic unit to the Grievance Panel shall be elected by the faculty in their academic unit, with new representatives elected no later than the first regular Faculty Senate meeting in the fall semester.

Faculty serving as at-large members of the Grievance Panel shall be elected by the Faculty Senate. Nominations for at-large members shall be solicited by the Committee on Committees; self-nomination shall be permitted. Election of new at-large members on the Grievance Panel members shall take place at the first regular Faculty Senate meeting in the Fall semester. At least one week prior to that meeting, the Chairperson of the Committee on Committees shall circulate the names of all nominees to all members of the faculty in order to provide faculty with an opportunity to provide feedback to their representatives on Faculty Senate concerning the nomination slate.



#### **2.17.14.3 Service on the Grievance Panel and Filling of Vacancies**

Service on the Grievance Panel shall be for a three (3) year term, the staggering of terms having been established by lot when the Panel began. Panel members who have served two (2) consecutive terms shall be ineligible for reappointment for a period of two (2) years. When vacancies occur, the Committee on Committees shall fill the vacancy by appointment, in accordance with the constituency of the vacant member within ten (10) working days, unless the vacancy occurs within one (1) month before the regular election. The unexpired term shall then be filled at the next regular election.

#### **2.17.14.4 Organization and Functioning of Grievance Hearing Committees and Selection of Chairperson**

The UGO shall establish a rotation schedule for the members of the Grievance Panel to serve on Grievance Hearing Committees which shall consist of five (5) persons. Each Grievance Hearing Committee scheduled to hear a Grievance shall select from its membership a chairperson who shall be a voting member of the Committee, preside over the hearing, maintain orderly procedures, and supervise the preparation of the written decision concerning the Grievance. When the chairperson shall be in the minority in a divided vote, the person who supervises the preparation of the written decision shall serve as the spokesperson for the Grievance Hearing Committee in the event of rejection or appeal of the decision rendered.

If, because of absences or successful challenges, the five members required for Grievance Hearing Committee functioning cannot be attained or maintained, the next succeeding persons in the rotation order shall sit to hear the Grievance. If the chairperson shall be challenged and excused, the members sitting to hear the Grievance shall select another from among their number to be chairperson. In the event it is impossible to establish a full Committee from the remaining membership of the Grievance Panel, the parties shall nominate two (2) persons each for every vacant position, and the UGO shall name the replacements from among those names submitted by the parties, subject to further challenge for cause as provided in Section 2.17.12.5b.

#### **2.17.15 Expectations for Members of the University Community**

- a. Cooperation and participation by the members of the University community in the resolution of a complaint under these procedures is necessary.
- b. All witnesses shall be truthful in their testimony. Failure to comply with this expectation may result in the imposition of University sanctions
- c. No person shall restrain, interfere with, coerce, attempt to intimidate, or take any reprisal against a participant under these procedures. Failure to comply with this expectation may result in the imposition of University sanctions.

#### **2.17.16 Confidentiality**

- a. Confidentiality provisions for allegations of unlawful harassment are governed by a separate policy; information concerning these provisions is available from the office of the Director of AA/EEO.
- b. The confidentiality of grievance complaints and proceedings shall be maintained as allowed by law throughout the process and after the final decision, subject only to the need of the responsible individuals and others at the University to comply with the processes specified herein, to present evidence concerning the complaint in other administrative or judicial proceedings, and to implement a decision by the President to provide redress as described in Section 2.17.12.9.2a.

#### **2.17.17 University Accountability**

If in any consecutive twenty-four month period, the President or the Provost does not accept Grievance Hearing Committee findings that favor the Grievant in three or more cases and/or does not provide appropriate redress to the Grievant within that time period, the UGO shall notify the Executive Committee of the Faculty Senate. The administrator in question shall then meet with the Executive Committee of the Faculty Senate in a closed and confidential session. If the administrator in question does not provide an explanation acceptable by a vote to the majority of that committee, or if that administrator refuses to meet with that committee, an automatic motion of No Confidence shall be introduced in the Faculty Senate as a whole and a vote on the motion shall be taken at a Special Meeting of Faculty Senate to take place within four weeks in a closed and confidential session.

#### **2.17.18 Summary of Timing Limitations Within the Mediation System and the Grievance Review Process**

See Appendix G of Faculty Handbook.

#### **2.17.19 Flowchart of the Grievance Procedures**

See Appendix G of Faculty Handbook.



Approved

**COLORADO STATE UNIVERSITY – PUEBLO**  
**RECOMMENDATIONS FOR ADVANCEMENTS IN RANK AND TENURE**  
Effective July 1, 2011

<b>Faculty Member</b>	<b>Department</b>	<b>Recommended Action</b>
<b><u>College of Humanities and Social Sciences</u></b>		
Dora Luz Cobian-Klein	English/Foreign Languages	Promotion to Professor
Arelene Reilly-Sandoval	Social Work	Tenure
<b><u>College of Engineering, Education, Professional Studies</u></b>		
Sylvester Kalevela	Automotive Industry Management/Civil Engineering Technology	Promotion to Professor
Sue Petit	Teacher Education	Tenure and Promotion to Associate Professor
Cathi Robbe	Automotive Industry Management	Early Tenure
<b><u>College of Science and Mathematics</u></b>		
David Dillon	Chemistry	Tenure
Richard Farrer	Chemistry	Tenure and promotion to Associate Professor
Igor Melnykov	Mathematics	Tenure, Promotion to Associate Professor
Jeffrey Smith	Biology	Tenure, Promotion to Associate Professor

Board of Governors of the  
Colorado State University System  
Meeting Date: June 20, 2011  
Consent Item

**Hasan School of Business**

Joey Cho	Computer Information Systems	Early Tenure
Lance Gentry	Marketing	Early Tenure
Brad Gilbreath	Management	Promotion to Associate Professor
Seong-Jong Joo	Management	Tenure
Yoanna Long	Computer Information System	Tenure and Promotion to Associate Professor
Steve Norman	Management	Promotion to Associate Professor

**University Library**

Sandy Hudock	Library	Promotion to Professor
Karen Pardue	Library	Tenure

# Section

# 5

## Chancellor's Report

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# Section

# 6

## Annual Board Business

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Section

7

Appendix

# THE CHRONICLE

of Higher Education

• Friday, June 10, 2011

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May 15, 2011

## College Presidents Are Too Complacent



*Michael Morgenstern for The Chronicle*

[Enlarge Image](#)

*By Daniel Yankelovich*

This issue of *The Chronicle* features two important surveys of higher education: one with college presidents and one with the public. These new data give us a chance to take a second look at some of the [trends I discussed](#) in an article for *The Chronicle* in November 2005. At that time, those trends appeared to be pushing higher education into a new era of turmoil, crisis, and challenge.

In sharp contrast to my 2005 article, the tone of the two new *Chronicle* surveys suggests to me the opposite of turmoil and crisis. Though some Americans grumble about not getting great value for their money, the vast majority are pretty well satisfied with the performance of higher education. Most Americans who have been exposed to higher education feel that their investment has been a sound one. A majority of college presidents believe that higher education is moving in the right direction. Almost four out of five (76 percent) say they are convinced that our higher-education system is doing a good or an excellent job of providing value for the money spent by students and their families.



The college presidents do acknowledge that higher education confronts many problems. For example:

- Troubling increases in student plagiarism.
- High schools doing an ever-poorer job of preparing students.
- Failure to do an "excellent job" of providing academic programs that meet the needs of today's economy.
- The increasing inability of students and their families to pay for a college education.
- The conviction that our system of higher education is losing ground relative to those of other nations.
- The likely failure of President Obama's goal to have this country achieve rates of college completion superior to any other country's by 2020.

But these decidedly nontrivial problems somehow fade into the background as the college presidents express their satisfaction with today's higher-education system. From the perspective of the trends that trouble me, this high level of satisfaction signals a lack of awareness of the dangers that lie ahead. The message I get from the survey of college presidents is, "We are doing just fine under difficult circumstances. If you send us more money and better-prepared high-school students, we can do an even better job." Neither the general public nor the presidents of our colleges seem conscious of the seriousness of the threat; they therefore lack the sense of urgency needed to confront it.

Both college presidents and the public seem to be reacting to what might be called "the old normal"—the world as it existed in the two decades before the deep recession of 2008-9. In the old normal, American universities were tops in the world; our economy was the undisputed world leader; the dollar was strong; income inequalities were much narrower than they are now; unemployment averaged about 5 percent; low-skill, high-paying jobs were commonplace; and our science and technology held undisputed world leadership.

In the old normal, higher-education credentials were seen by the public as desirable, virtually guaranteeing higher incomes and social status, but they weren't seen as indispensable to making a decent living. (In *The Chronicle* survey, Americans ranked having a strong work ethic, knowing how to get along with others, and learning new skills on the job as more important to success than achieving higher-education credentials.) And in the old normal employers valued higher-education credentials less for specific job skills than for a certain polish: being able to understand complex instructions, feeling socially comfortable, speaking fluently and grammatically, and making clear presentations. Companies felt that they could impart the specific skills they required to people whose college credentials proved that they were good learners.

That is not what higher education has to deliver in the world of the "new normal." In this emerging world, education beyond high school becomes indispensable to making a good living.

The threat, as I see it, is an impending crisis in this nation's powerful, if unwritten, social contract. Higher education is becoming the main battleground in a national struggle over how to keep faith with this contract.

At its core, the social contract that binds Americans together is amazingly simple. It is an implicit understanding that all citizens should be given a fair chance to achieve social mobility. It promises Americans the opportunity to better themselves and to improve their lot in life. Throughout much of our country's history, this social contract has functioned to the satisfaction of the public. Indeed, despite today's political polarization, we live with one another with a remarkable degree of social harmony.

The survey of the public shows that Americans don't believe that the lack of higher-education credentials has prevented them from getting the kinds of jobs, incomes, and social status they seek. But now all sorts of national and worldwide trends are merging to increase the importance of higher education. U.S.-government projections are that nearly eight out of 10 new jobs will require some sort of higher education, including work-force training.

It is not easy to discern to what extent structural change will reshape our economy. Some features of the new normal are all too clear. The era of low-skill, high-paying jobs is dead and gone. Many of those jobs are easy to export to countries with far lower standards of living.

Similarly, it is hard to imagine that we can quickly reverse the growth of economic inequality. The Institute of Policy Studies reports that CEO pay has soared from 30 times that of the average worker in the 1970s to more than 260 times today. The top sliver of the income distribution does better and better, while middle-class incomes stagnate.

We may not return to the old unemployment rate of 5 percent in the foreseeable future. Companies have learned how to make money even under recession conditions by laying off people and taking advantage of technology and manufacturing abroad. Asian countries are also determined to overcome our lead in science and technology, and their students excel in math and related subjects.

Put all those conditions together, and you get a far different world than the one that existed in even the recent past.

The survey of college presidents shows that our institutions of higher education are making some constructive changes to adapt to the new trends. Most recognize that today's students need far more flexibility than in the past. The lockstep pattern of going to college directly from high school and spending the next two to four years there without interruption is no longer a practical path for many students. Increasingly, students spread their higher-education experience over a decade or more after they graduate from high school, and our colleges are preparing to provide this flexibility.

The presidents are also aware of the potential of online methods for delivering course instruction. The public still believes that online instruction is second-best to personal instruction, without realizing that online instruction enjoys several extraordinary advantages. The most obvious one is flexibility: the ability to learn at your own tempo and at times of greatest convenience (especially if you are employed). A less obvious advantage is that with online instruction, it is possible to have the nation's greatest teachers as your instructors.

Colleges are also aware of the increasing burden of higher costs on students and their families. Many institutions are pursuing programs to increase student aid and make loans more available to students.

Those steps are positive, but they fall far short of meeting the main challenge—the new normal for the world economy. If the United States is to live up to its social contract of offering Americans a fair shot at social mobility, higher education must make transformative changes in at least three areas: becoming more affordable, doing a better job of linking two-year colleges to the world of work and to four-year colleges, and ensuring that the nation maintains its lead in science, technology, and other high-level skills.

**Affordability.** Both the college presidents and the public agree that parents and students themselves should take the main responsibility of paying for college. But families can no longer meet those inexorably rising costs. Increasingly, students are dependent on financial aid or loans. In the public survey, only 39 percent of college graduates relied mainly on loans or financial aid to pay most of their costs. Among current students, that figure has soared to 65 percent, with only a minority able to rely mainly on their own or their parents' resources.

Clearly, higher education cannot continue its pattern of annual increases in costs without the system's becoming unglued. New initiatives to rein in costs and increase revenue are badly needed. For example, the desires of many baby-boom retirees to continue their college education opens a new market for colleges, especially among alumni.

**Better integration of two-year colleges.** Our system of community colleges is a national treasure, all too often taken for granted and undersupported. A significant and growing percentage of the nation's 12 million college students attend community colleges, and the number is likely to rise as the proportion of minority youths increases. Community colleges address the needs of our ever more diverse population, compensating for some of the failures of our K-12 system.

One of the country's most troubling societal problems is that the college-completion rate of students from low-income families is disastrously below that of students from middle-income families. The Bill & Melinda Gates Foundation and the Lumina Foundation for Education are devoting major

resources to finding strategies for narrowing the gap, and we should be grateful for that effort, but it makes one wonder why the government and higher-education institutions themselves are not doing more to correct this potentially explosive problem. With the disappearance of high-paying, low-skill jobs, earning higher-education credentials becomes the only way that tens of millions of Americans can better themselves economically.

We cannot depend on our two-year colleges to alleviate that problem without helping them to create closer ties with employers and four-year colleges. A closer integration with employers will help to ensure that students have jobs waiting for them, and it will sharpen their focus on the skills that are most in demand in the workplace.

The relationship with four-year colleges calls for a subtler strategy. Many four-year institutions take a condescending attitude toward community colleges, regarding them as mere steppingstones to the "real education" that the four-year colleges provide. If they were to take a less patronizing attitude, they might find it easier to cooperate with community colleges in developing programs to meet the needs of today's economy. Such a strategy would enable the four-year colleges to keep faith with the mission that should mean most to them—a commitment to provide the broad-based education that promotes the intellectual growth of their students.

**Imparting the higher skills that good jobs demand.** I have saved for last the most complex area of necessary change—maintaining world leadership in science, technology, and related entrepreneurship. The issue here is not a matter of American hubris. It is a matter of economic common sense. Between them, China and India have populations of well over two billion people, many of them hard working, ambitious, smart, and talented. The Chinese, who have a long tradition of economic domination, are playing catch-up with the United States. If we are able to maintain our own entrepreneurial vitality, their successes will add to world growth. But if we lag too far behind, the Chinese will gobble up our high-level jobs as well as our low-level ones.

A survey by Public Agenda, a public-policy research group, shows that a major obstacle to better science-and-math education is that Americans simply don't see its relevance to their lives and believe that the training their children are getting in those subjects in the K-12 years is "fine as it is." Consequently, there is a lot of resistance to upgrading math and science instruction in the schools.

In my view, the single most effective form of intervention would be for the science and technology communities to prepare—and test with young people—persuasive online forms of instruction that communicate the relevance, importance, and magnitude of the opportunity that studies in science, technology, and math present, especially for women and minorities. Additionally, college science

faculty should cooperate with local high schools to develop more-germane curricula and lesson plans.

If we do not act to prepare America's students to succeed in the emerging world economy, there simply won't be enough truly good jobs for them. Such a failure would violate the social contract and bring about the kind of unrest and resentment that plagues so many other nations.

Indeed, a huge responsibility rests on our institutions of higher education. A wake-up call is in order for the presidents who lead them.

*Daniel Yankelovich is founder and chairman of three organizations: Viewpoint Learning Inc., a company that develops specialized dialogues on public-policy issues; Public Agenda, a nonprofit policy-research organization; and DYG Inc., a market- and social-research firm.*

# THE CHRONICLE

of Higher Education

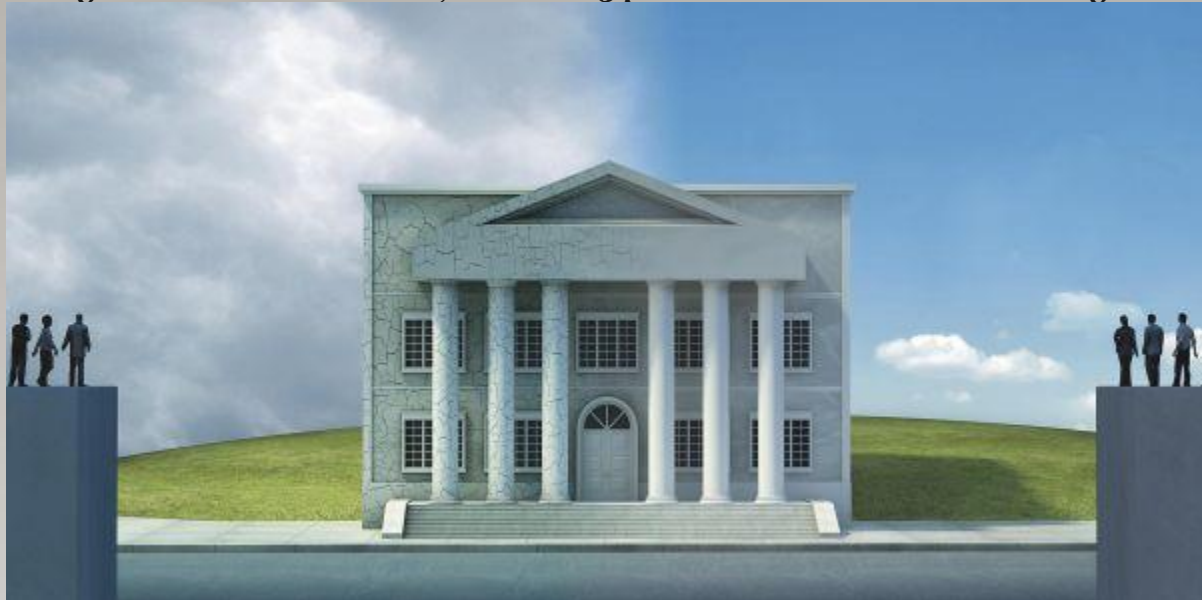
• Friday, June 10, 2011

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May 15, 2011

## **Crisis of Confidence Threatens Colleges**

**Rising costs test families' faith, while 1 in 3 presidents see academe on wrong road**



*Randy Lyhus for The Chronicle*

*By Karin Fischer*

The American higher-education system has long been seen as a leader in the world, but confidence in its future and its enduring value may be beginning to crack along economic lines, according to two major surveys of the American public and college presidents conducted this spring.

Public anxiety over college costs is at an all-time high. And low-income college graduates or those burdened by student-loan debt are questioning the value of their degrees, or saying the cost of college has delayed other life decisions.

Among college presidents, the rising price of college is not the only worry. They're concerned about growing international competition and declining student quality, with presidents from the least selective, and thus sometimes the least financially stable institutions, the most pessimistic.

But perhaps the most troublesome finding from the surveys is this: More than a third of presidents think the industry they lead is heading in the wrong direction.

Without a change in course, presidents fear, American higher education's standing around the globe could erode. Although seven in 10 college chief executives rated the American system today as the best or one of the best in the world, barely half predicted that a decade from now the United States would be among the top globally.

"We should be worried," said Nancy L. Zimpher, chancellor of the State University of New York system. "We are in a flat world. We are going to have to evolve."

American higher education has never been a monolith, of course, but the findings of the survey of more than 1,000 presidents, conducted March 10 to April 25 by the Pew Research Center, in association with *The Chronicle*, suggest how deep its divisions are. What's more, those fractures are intensifying just as the country faces formidable and collective challenges, such as meeting President Obama's goal of having the world's highest proportion of college graduates by 2020.

Throughout the survey of presidents, the most positive responses, and justifiably so, came from leaders of highly selective colleges, which have healthy balance sheets, more top-achieving applicants than they can possibly admit, and a strong portfolio of global partnerships.

But they occupy a tiny space in American higher education. The responses of nonelite institutions—two-year, for-profit, and less-selective four-year colleges—largely reflect their more precarious situation. The public institutions among them must grapple with declining state support, while tuition-driven private colleges confront a student market that has said "enough" to paying more. Proprietary colleges face greater government scrutiny and regulation.

All will have to educate a student body that is underprepared, many of whom are from groups that have traditionally not attended college.

"The view from the bottom," said James Jacobs, president of Macomb Community College, outside Detroit, "isn't so bright."

And unless they rethink the way they do business, education experts say, some colleges will be forced to shutter.

"We're staring fundamental change in the face," said Stephen R. Portch, a former chancellor of the University System of Georgia. "Our system is bankrupt, and we've got to have a new model."

### **It's the Money, Stupid**

It's not surprising that colleges with less, or that serve students with less, should strike a more downbeat tone, said David E. Shi, a former president of Furman University, in South Carolina. He notes that the financial pressures faced by many such colleges during the economic downturn have been acute. Their bottom lines were not buoyed by federal stimulus research grants like those of the

top research universities, they couldn't make up lost revenue by increasing tuition like elite colleges, and, unlike wealthy institutions, they have little in the way of endowments or cash reserves to fall back on.

"The recession really has had an asymmetrical impact on higher education," said Mr. Shi, now a senior fellow at the National Humanities Center. The system, he said, "has become fragmented between haves and have-nots."

Take Sinclair Community College, in Dayton, Ohio, where the budget has shrunk by 20 percent, in inflation-adjusted dollars, from a decade ago. During the same time, the college's student body has swelled with laid-off workers looking for retraining, but its tuition, among the lowest in the state, has been frozen or tightly capped by the legislature. "I'm a glass-half-full kind of guy," said Steven Lee Johnson, Sinclair's president, "but I think we're going the wrong way when it comes to public disinvestment."

To remain in the black, Sinclair officials have ferreted out inefficiencies, put more of the college's courses online, and whittled away at nonessential spending. Still, Mr. Johnson said, "I'm not confident I can keep doing that and offer something of quality. We're starting to cut into muscle."

Sinclair is not alone in its cutbacks. The University of Hartford, too, has reduced its expenditures significantly. But the private college ended up plowing much of last year's savings back into financial aid, says Walter Harrison, its president. "I hear every day from people about how expensive they think college is," he said.

Indeed, the general public is fairly shouting its concern about college costs in a companion survey of 2,142 Americans, ages 18 and older, by the Pew Research Center. Three-quarters of those polled said college was out of reach for most people. Twenty-five years ago, six in 10 Americans felt that way, according to a survey by the Council for Advancement and Support of Education.

The squeeze is real. College costs have been on the rise, increasing 50 percent over the last decade, Mr. Shi said. By contrast, family incomes actually fell between 2000 and 2009. Ask young adults why they're not enrolled in college or don't have a bachelor's degree, and the overwhelming response in the Pew survey: money.

"The affordability of a college degree—whether it is affordable—is becoming a third rail in the national conversation about higher education," said Jamie P. Merisotis, president of the Lumina Foundation for Education.



The belief that college has become prohibitively expensive is shared across class and race lines, among Americans of all income levels, by those who went to college and those who didn't—by everyone, it seems, except college presidents.

Forty-two percent of university leaders, in fact, say most Americans are able to pay for a college degree, according to the Pew Research Center/*Chronicle* survey.

Why is there such a divergence of opinion between presidents and the public? For one, there's a certain amount of variance among college leaders, with those who typically serve low-income students more concerned about sticker shock. Nearly two-thirds of community-college presidents, for instance, called tuition unmanageable.

Some educators blame the gap on the failure of college officials to make the case about the whys of higher-education pricing. Students and parents, they argue, have a poor understanding of such practices as tuition discounting and don't fully appreciate the costs that go into a college degree, expenses that include faculty salaries and health insurance, remedial-writing labs, even climbing walls. "If they want to buy a Mercedes-Benz," said Stephen J. Trachtenberg, a former president of George Washington University, "we need to say why it costs more than a cheaper vehicle."

Others say that, despite their complaints about the price tag, the public gets it. In the Pew survey, 84 percent of two- and four-year college graduates deemed their degree a good investment; nearly everyone said they expected their child to get a college education. Meanwhile, enrollments in higher education are at record levels.

"People keep voting with their feet and their wallets to attend college," said Edward L. Ayers, president of the University of Richmond.

### **Real-World Relevancy**

The question that remains, of course, is will they continue to do so?

Among the warning signs, a quarter of college graduates who earn less than \$50,000 a year now say their degree was a bad bargain. A number of presidents say they have begun to see a trend of "trading down," of price-sensitive students and parents opting for more affordable institutions, such as community colleges or local public universities. They worry: Could some of those students opt out of higher education altogether?

One key factor, especially as the country remains in an economic hangover, is whether the public sees real-world benefit in a college degree, said Richard K. Vedder, director of the Center for College Affordability & Productivity and professor of economics at Ohio University. "The piece of paper has to have more than just symbolic value," he says.

But whether ponying up for a degree leads to a fat paycheck seems to be a little unclear, at least to the average American. While a plurality of those surveyed maintained that the main purpose of college is to learn specific skills and knowledge for the workplace, a third of college graduates said their current job doesn't require a degree. Asked what it takes to succeed in the work world, respondents ranked a college education below a good work ethic, getting along with others, and skills acquired on the job.

"The inconsistency of the public," said David A. Longanecker, president of the Western Interstate Commission on Higher Education, "suggests that people are not getting what they need."

If Americans are confused, it may also be because there hasn't been enough of a conversation—and a proactive, farsighted one, at that—between university leaders, policy makers, and business executives about the role higher education ought to play in meeting economic needs and aspirations, says Travis J. Reindl, program director for postsecondary education at the National Governors Association. It does no good, he argues, if a state's higher-education institutions are turning out bachelor's degrees, when more community-college training is demanded. "If we're not producing what we need," Mr. - Reindl says, "then 10 years down the road, there could be a real crisis of confidence."

Many presidents, however, appear to balk at a more jobs-oriented approach to education. The largest share of respondents to the Pew/*Chronicle* survey identified promoting intellectual growth as the primary role for colleges to play, prizing it over general workplace skills or specific career training. (Unsurprisingly, community colleges, for-profits, and even less-selective institutions saw a greater role for job preparation.)

That response heartens Paula M. Krebs, a professor of English at Wheaton College, in Massachusetts, who said she has worried that higher education "could succumb to the language of utility." Colleges shouldn't be judged, she argued, on graduates' first jobs out but rather on the intellectual foundation they provide.

After all, says Ms. Krebs, now an American Council on Education fellow at the University of Massachusetts, "no one thinks high school should be training for the work world only. No one advocates a high-school curriculum of just shop classes, or just computer-science courses. You have to take English, math, history."

An emphasis on work-force readiness isn't necessarily incompatible with a broad education, of course—a case a growing number of liberal-arts institutions have been trying to make. Under Mr. Shi, Furman put in place a program to help students think more deliberately about their professional aspirations and how they related to their studies. The College of New Jersey collects statistics

charting the real-world accomplishments of its alumni, such as how quickly graduates advance to management positions.

### **Private Gain, Public Good?**

If those approaches tend to focus on the individual, it probably isn't a coincidence.

Americans appear to view higher education as a private good, says Ronald G. Ehrenberg, director of Cornell University's Higher Education Research Institute, not as a wider societal benefit. In the Pew survey, they were more than twice as likely to contend that college had been a worthwhile investment for them as they were to say it would be a good value for students in general. Nearly half thought students or their families should pay the largest share of college expenses, rather than rely on governmental aid or scholarships, with those in high-income brackets more likely to place the responsibility with the individual student.

That singular outlook emerges again in the survey of presidents, a majority of whom also thought college costs should be paid by the student. It's not so much college leaders' stances on particular issues, said Patrick M. Callan, president of the National Center for Public Policy and Higher Education, as it is their pattern of response. On question after question, where a president sits—and that institution's financial concerns of the moment—seemed to color the attitudes of presidents.

"Clark Kerr once said that college presidents only really know how to think of higher education one institution at a time," Mr. Callan said, referring to the late, pathbreaking president of the University of California. "It is a strength of the American system, but in this case, it's also a weakness."

While the American educational system has become a mass one, charged with preparing a wide swath of the population, college leaders frequently point to institutional measures of success, like U.S. universities' domination of international rankings, as a sign of its strength.

For the United States to achieve global goals, like Mr. Obama's challenge to improve college completion, it will take a more systemic effort. Acting in a united manner could be challenging, however, when leaders from different sectors don't even see eye to eye. Nearly two-thirds of presidents say achieving Mr. Obama's goal is not too or not at all likely.

"There is no system, just individual units, individual stars in the sky," Mr. Trachtenberg, the former George Washington president, said of American higher education. "Only an astronomer with a telescope could look at it and see a solar system."

### **Disruptive Change**

The president's graduation goal may be broad, but the heaviest burden will most likely fall to the very institutions already bowing under financial strain. Most new students won't head to flagship research

universities or the Ivy League but to community colleges and for-profits, public branch campuses and less choosy private institutions, says Peter M. Smith, senior vice president for academic strategies and development at Kaplan Higher Education.

Already, the signs are there: In Ohio, for example, enrollment at four-year public universities has climbed 20 percent over the last decade. At state community colleges, the growth topped 80 percent.

Expanding access very likely means serving students who are less prepared, who are the first in their families to attend college, and who are juggling classes with work and family, said Mr. Smith, whose book *Harnessing America's Wasted Talent* calls for unclogging the college pipeline to improve American competitiveness. "If we want to get the numbers up," he said, "colleges are going to have to deal with people they've never seen—or who they've seen and failed."

To meet both the academic and financial challenges, colleges will have to rethink how they do business, Mr. Smith and others said. Among the ideas discussed: three-year degrees, year-round classes, online courses, adopting learning outcomes tied to real-world standards, and changing federal financial-aid policy to meet nontraditional students' needs.

What the conversation can't be about, said Nasser H. Paydar, chancellor of Indiana University East, is more money. "Universities just aren't going to get much more of it," says Mr. Paydar, who overhauled the budgeting process at his state university, putting spending decisions in the hands of deans and giving them incentives to be more entrepreneurial in seeking new sources of funds.

As a "mature industry," change won't come easy to higher education, adds John Immerwahr, a professor of philosophy at Villanova University and a senior research fellow at Public Agenda. But it needs to come.

Mr. Immerwahr points to a cautionary tale from another well-established American industry, one that was the best in the world, until it wasn't—auto manufacturing. "We don't want to be Detroit," he says.

**The New York Times**  
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FROM THE  
DIRECTOR OF  
**THE JOY LUCK CLUB**

May 24, 2011

# Top Colleges, Largely for the Elite

By DAVID LEONHARDT

The last four presidents of the United States each attended a highly selective college. All nine Supreme Court justices did, too, as did the chief executives of General Electric (Dartmouth), Goldman Sachs (Harvard), Wal-Mart (Georgia Tech), Exxon Mobil (Texas) and Google (Michigan).

Like it or not, these colleges have outsize influence on American society. So their admissions policies don't matter just to high school seniors; they're a matter of national interest.

More than seven years ago, a 44-year-old political scientist named Anthony Marx became the president of Amherst College, in western Massachusetts, and set out to change its admissions policies. Mr. Marx argued that elite colleges were neither as good nor as meritocratic as they could be, because they mostly overlooked lower-income students.

For all of the other ways that top colleges had become diverse, their student bodies remained shockingly affluent. At the University of Michigan, more entering freshmen in 2003 came from families earning at least \$200,000 a year than came from the entire bottom half of the income distribution. At some private colleges, the numbers were even more extreme.

In his 2003 inaugural address, Mr. Marx — quoting from a speech President John F. Kennedy had given at Amherst — asked, "What good is a private college unless it is serving a great national purpose?"

On Sunday, Mr. Marx presided over his final Amherst graduation. This summer, he will become head of the New York Public Library. And he can point to some impressive successes at Amherst.

More than 22 percent of students now receive federal Pell Grants (a rough approximation of how many are in the bottom half of the nation's income distribution). In 2005, only 13 percent did. Over the same period, other elite colleges have also been doing more to recruit low- and middle-income students, and they have made some progress.

It is tempting, then, to point to all these changes and proclaim that elite higher education is at long last a meritocracy. But Mr. Marx doesn't buy it. If anything, he worries, the progress has the potential to distract people from how troubling the situation remains.

When we spoke recently, he mentioned a Georgetown University study of the class of 2010 at the country's 193 most selective colleges. As entering freshmen, only 15 percent of students came from the bottom half of the income distribution. Sixty-seven percent came from the highest-earning fourth of the distribution. These statistics mean that on many campuses affluent students outnumber middle-class students.

"We claim to be part of the American dream and of a system based on merit and opportunity and talent," Mr. Marx says. "Yet if at the top places, two-thirds of the students come from the top quartile and only 5 percent come from the bottom quartile, then we are actually part of the problem of the growing economic divide rather than part of the solution."

I think Amherst has created a model for attracting talented low- and middle-income students that other colleges can copy. It borrows, in part, from the University of California, which is by far the most economically diverse top university system in the country. But before we get to the details, I want to address a question that often comes up in this discussion:

Does more economic diversity necessarily mean lower admissions standards?

No, it does not.

The truth is that many of the most capable low- and middle-income students attend community colleges or less selective four-year colleges close to their home. Doing so makes them less likely to graduate from college at all, research has shown. Incredibly, only 44 percent of low-income high school seniors with high standardized test scores enroll in a four-year college, according to a Century Foundation report — compared with about 50 percent of high-income seniors who have average test scores.

"The extent of wasted human capital," wrote the report's authors, Anthony P. Carnevale and Jeff Strohl, "is phenomenal."

This comparison understates the problem, too, because SAT scores are hardly a pure measure of merit. Well-off students often receive SAT coaching and take the test more than once, Mr. Marx notes, and top colleges reward them for doing both. Colleges also reward students for overseas travel and elaborate community service projects. "Colleges don't

recognize, in the same way, if you work at the neighborhood 7-Eleven to support your family,” he adds.

Several years ago, William Bowen, a former president of Princeton, and two other researchers found that top colleges gave no admissions advantage to low-income students, despite claims to the contrary. Children of alumni received an advantage. Minorities (except Asians) and athletes received an even bigger advantage. But all else equal, a low-income applicant was no more likely to get in than a high-income applicant with the same SAT score. It’s pretty hard to call that meritocracy.

•

Amherst has shown that building a better meritocracy is possible, by doing, as Mr. Marx says, “everything we can think of.”

The effort starts with financial aid. The college has devoted more of its resources to aid, even if the dining halls don’t end up being as fancy as those at rival colleges. Outright grants have replaced most loans, not just for poor students but for middle-class ones. The college has started a scholarship for low-income foreign students, who don’t qualify for Pell Grants. And Amherst officials visit high schools they had never visited before to spread the word.

The college has also started using its transfer program mostly to admit community college students. This step may be the single easiest way for a college to become more meritocratic. It’s one reason the University of California campuses in Berkeley, Los Angeles and San Diego are so much more diverse than other top colleges.

Many community colleges have horrifically high dropout rates, but the students who succeed there are often inspiring. They include war veterans, single parents and immigrants who have managed to overcome the odds. At Amherst this year, 62 percent of transfer students came from a community college.

Finally, Mr. Marx says Amherst does put a thumb on the scale to give poor students more credit for a given SAT score. Not everyone will love that policy. “Spots at these places are precious,” he notes. But I find it tough to argue that a 1,300 score for most graduates of Phillips Exeter Academy — or most children of Amherst alumni — is as impressive as a 1,250 for someone from McDowell County, W.Va., or the South Bronx.

The result of these changes is that Amherst has a much higher share of low-income students than almost any other elite college. By itself, of course, Amherst is not big enough to

influence the American economy. But its policies could affect the economy if more colleges adopted them.

The United States no longer leads the world in educational attainment, partly because so few low-income students — and surprisingly few middle-income students — graduate from four-year colleges. Getting more of these students into the best colleges would make a difference. Many higher-income students would still graduate from college, even if they went to a less elite one. A more educated population, in turn, would probably lift economic growth.

The Amherst model does cost money. And it would be difficult to maintain if Congress cuts the Pell budget, as some members have proposed. But when you add everything up, I think the model isn't only the fairest one and the right one for the economy. It's also the best one for the colleges themselves. Attracting the best of the best — not just the best of the affluent — and letting them learn from one another is the whole point of a place like Amherst.

“We did this for educational reasons,” Mr. Marx says. “We aim to be the most diverse college in the country — and the most selective.”

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## Almost all CSU teams get high marks

Written by

**Sean Duff**

12:12 AM, May 25, 2011

Nearly all of CSU's athletic teams received high marks Tuesday from the NCAA's annual Academic Progress Report, or APR, report card.

Six teams, including volleyball and men's basketball, received perfect scores of 1,000. The other teams earning a perfect score were women's golf, women's tennis, and men's and women's cross country.

The NCAA has each Division I sports team calculate its APR each academic year, and the schools turn over their findings to the NCAA. The findings are based on the eligibility and retention of each scholarship student-athlete.

Teams scoring below certain thresholds - 925 for immediate penalties and 900 for historical penalties - can face certain sanctions, including loss of scholarships and restrictions on competition and practices. Rates are based on a four-year rolling average.

Only two Colorado State University teams had scores below 925 for the 2009-10 school year, the latest year available. The

water polo team had a score of 919, its lowest in five years, and the women's basketball team had a score of 907, its lowest in Kristen Holt's three seasons as coach.

CSU men's basketball coach Tim Miles recently received a contract extension through the 2015-16 season and a raise to \$585,000 this coming season and \$750,000 a year the following four seasons. CSU athletic director Paul Kowalczyk cited improvement on the court and in the classroom among reasons for changing Miles' contract.

"I think the most significant thing is the progress that has been made in men's basketball," said Christine Susemihl, CSU's senior associate athletic director for internal operations. "When you consider that Tim Miles inherited a single-year of score 800 and 773 and he posted a 1,000 perfect score for 2009-10, to me that's one of the most favorable things about the report.

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"He had a big hole to dig out of, and he's done a commendable job."

Susemihl said the other programs have done good work as well. The women's golf team, for example, had its third consecutive score of 1,000, the fifth time in seven years it has done that.

"I think the kids need to understand up front that the No. 1 priority is to graduate," women's golf coach Angie Hopkins said. "They go to school to graduate and get a degree. Golf is second to that."

Hopkins said she is very selective when it comes to recruiting.

"We're gone fall and spring," Hopkins said. "I'd say we're gone 50 days a year. They've got to be able to keep up with their classwork when they're on the road. "If they (recruits) have below a 3.0 grade-point average in high school, I won't recruit them. I can't take the chance."

Eight teams, five men's basketball and three football, were banned from competing in postseason play in 2011-12 because of repeated poor academic performance. The men's basketball teams are Cal State-Northridge, Chicago State, Grambling, Louisiana-Monroe and Southern. The football teams are Idaho State, Jackson State and Southern.

In addition, 25 schools saw a reduction in practices and 25 a reduction in scholarships. No Mountain West Conference or Colorado schools were sanctioned.

### CSU'S APR SCORES

CSU's Academic Progress Report scores for 2009-10 released Tuesday by the NCAA (1,000 points perfect; 925 immediate sanction; 900 historical sanction):

- Men's basketball 1,000
- Men's cross country 1,000
- Women's cross country 1,000
- Women's golf 1,000
- Women's tennis 1,000
- Volleyball 1,000
- Women's swimming 993
- Women's track (outdoor) 983
- Men's track (outdoor) 980
- Men's track (indoor) 980
- Women's track (indoor) 966
- Football 958
- Men's golf 949
- Softball 931
- Water polo 919
- Women's basketball 907

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**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
FINANCE COMMITTEE MEETING AGENDA  
June 20, 2011**

**1. Discussion/Presentation/Action:**

**120 min.**

Approval of the FY 2012 operating budget increases and review of related expenses along with approval of all tuition, tuition differentials, fees – including Mandatory Student Fees, Special, Program, Course, Technology fees and manuals (CSU only) - and all proposed increases in such items, and approval of all room and board rates and proposed increases for Colorado State University, and Colorado State University – Pueblo, and approval of tuition rates for Colorado State University – Global Campus and approval of the Colorado State University System operating budget.

- a. PowerPoint overview of the Fiscal Year 2012 budget and revenue and rate issues that are to be discussed.
- b. FY 2012 Operating Budget Increase Schedules for Colorado State University, Colorado State University-Pueblo and Colorado State University System Office
- c. FY 2012 Tuition and Differential Tuition Rate Schedules for Colorado State University, Colorado State University-Pueblo, and Colorado State University-Global Campus
- d. FY 2012 Student Fees and CSU manual on Special Course fees
- e. FY 2012 Charges for Technology Report and Charges for Technology Manual – CSU Only
- f. FY 2012 Room and Board Rates
- g. FY 2012 One Time Expenditures – CSU Pueblo Only
- h. FY 2012 Cost of Attendance – Informational Item Only
- i. Board Resolution

# Finance Committee Presentation

June 20, 2010

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM

# Why is the Board Voting on Revenue and Budget Related Items

- Tuition and Tuition Differentials
  - By law, the Board is required to “set the amount of tuition “ annually. 23-30-112 and 23-2-130.5 Colorado Revised Statutes (C.R.S.)
- Education and General operating budget increases
  - Historically this is an item the Board has requested come before them.
  - No specific statutory or CCHE requirement for annual review although both sources reference the board’s authority and control over all funds. Delegation down of control has occurred over time.
  - Board Bylaws make reference that the budget process is handled by the campus Presidents.
  - Logical extension of voting on tuition and fees is to also review how the new revenue will be used.
- Student Fees
  - Statute directs the Colorado Commission on Higher Education (CCHE) to develop policies concerning student fees. 23-1-123 C.R.S.
  - Those policies require “Each governing board shall annually review and approve ...fees”
  - Submission of an annual Institutional Plan on Student Fees is also required – due in September
  - Requirements around approval of student fees will change next year to SB11-1301 which establishes new processes
- Technology Fees and Manuals (part of Student Fees and applies to CSU only)
  - Statute directs the Colorado Commission on Higher Education (CCHE) to develop policies concerning student fees. 23-1-123 C.R.S.
  - Those policies require “Each governing board shall annually review and approve ...fees”
- Capital Construction
  - Statute directs the Colorado Commission on Higher Education (CCHE) to develop policies concerning capital construction 23-1-106
  - Board acted on these requirements at the May board meeting
- Housing and Dining rates and increases
  - Historically these are items the Board has requested come before them.
  - No specific statutory or CCHE requirement for annual review

# FY 2012 Campus Budget Changes

Revenues	CSU Fort Collins	CSU- Pueblo	CSU-Global Campus	Total
State Funding - COF/FFS	(\$6,146,000)	(\$1,607,250)	\$0	(\$7,753,250)
State Funding – ARRA	(\$16,600,000)	(\$632,000)	\$0	(\$17,232,000)
Tuition	\$34,937,700	\$3,503,000	\$6,283,588	\$44,724,288
Reserves	\$1,450,000	\$0	\$0	\$1,450,000
Other	\$1,125,400	\$127,250	\$35,000	\$1,287,650
<b>Total - Revenues</b>	<b>\$14,767,100</b>	<b>\$1,391,000</b>	<b>\$6,318,588</b>	<b>\$22,476,688</b>
Expenditures	CSU Fort Collins	CSU- Pueblo	CSU-Global Campus	Total
Budget Reductions	(\$11,300,000)	(\$1,050,000)	\$0	(\$12,390,000)
Mandatory Costs	\$2,438,500	\$869,000	\$0	\$3,307,500
Quality Initiatives	\$5,914,100	\$1,072,000	\$2,733,223	\$9,719,323
Financial Aid	\$9,649,000	\$500,000	\$482,610	\$10,631,610
Other	\$8,065,500	\$0	\$0	\$8,065,500
<b>Total - Expenditures</b>	<b>\$14,767,100</b>	<b>\$1,391,000</b>	<b>\$3,215,833</b>	<b>\$333,933</b>

BOARD OF GOVERNORS of the  
COLORADO STATE UNIVERSITY SYSTEM

# CSU – Fort Collins Tuition Rate Increases

<b>Tuition</b>	<b>FY 2011 Rate</b>	<b>FY 2012 Rate</b>	<b>\$ Increase</b>	<b>% Increase</b>
Resident, Undergraduate	\$5,256	\$6,307	\$1,051	20%
Non-Resident, Undergraduate	\$21,366	\$22,007	\$641	3%
Resident, Graduate	\$7,434	\$7,992	\$558	7.5%
Non-Resident, Graduate	\$19,022	\$19,592	\$571	3%
Resident, PVM	\$19,967	\$21,764	\$1,797	9%
Non-Resident, PVM	\$48,967	\$51,264	\$2,297	4.7%

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 COLORADO STATE UNIVERSITY SYSTEM

# CSU – Fort Collins Differential Tuition Rates

<b>Per Credit Hour Tuition Differential</b>	<b>FY 2012 Per Credit Hour Rate</b>	<b>FY 2013 Per Credit Hour Rate</b>	<b>FY 2014 Per Credit Hour Rate</b>
<p><b>Level I</b> Applies to courses in the Colleges of Agricultural Science, Applied Human Sciences, Liberal Arts, Warner College of Natural Resources, Intra-University</p>	\$25	\$35	\$45
<p><b>Level II</b> Applies to courses in the College of Natural Sciences, Veterinary Medicine and Biomedical Sciences</p>	\$35	\$45	\$60
<p><b>Level III</b> Applies to courses in the College of Business, Engineering</p>	\$45	\$60	\$80

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM



# CSU-Pueblo Tuition Rate Increases

Tuition	FY 2011 Rate	FY 2012 Rate	\$ Increase	% Increase
Resident, Undergraduate 1-12 Credits @ \$182.55/Hour	\$3,879.60	\$4,381.20	\$501.60	12.9%
Non-Resident, Undergraduate 1-12 Credits @ \$595.00/Hour	\$13,560	\$14,280	\$720	5.3%
Resident, Graduate 1-12 Credits @ \$214.60/Hour	\$4,560	\$5,150.40	\$590.40	12.9%
Non-Resident, Graduate 1-12 Credits @ \$638/Hour	\$13,560	\$15,312	\$1,752	12.9%

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM

# CSU-Pueblo Tuition Rate Increases

Tuition	FY 2011 Rate	FY 2012 Rate	\$ Increase	% Increase
Resident, Undergraduate 15 credits @ \$153.80/Hour	\$4,067.70	\$4,592.40	\$524.70	12.9%
Non-Resident, Undergraduate 15 credits @ \$504.13/Hour	\$14,140.50	\$15,294	\$1,153.50	8.2%
Resident, Undergraduate 18 credits @ \$133.43/Hour	\$4,255.80	\$4,803.60	\$547.80	12.9%
Non-Resident, Undergraduate 18 credits @ \$481.67/Hour	\$14,721	\$17,340	\$2,619	17.8%

BOARD OF GOVERNORS *of the*  
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# CSU-Pueblo Differential Tuition Rates

<b>Per Credit Hour Tuition Differential</b>	<b>FY 2012 Proposed Undergraduate</b>	<b>FY 2012 Proposed Graduate</b>
Business	\$22.90	\$83.00
Computer Science	\$22.90	\$83.00
Engineering	\$22.90	\$48.10
Nursing	\$22.90	\$48.10

Note: CSU-Pueblo is proposing to increase differential tuition rates by 12.5% over the FY 2011 rates.

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 COLORADO STATE UNIVERSITY SYSTEM

# CSU – Global Tuition Rate Increases

<b>Tuition</b>	<b>FY 2011 Maximum Per Credit Hour Rate</b>	<b>FY 2012 Maximum Per Credit Hour Rate</b>	<b>\$ Increase</b>	<b>% Increase</b>
Undergraduate	\$449	\$449	\$0	0%
Graduate	\$549	\$549	\$0	0%

Note: Undergraduate students enrolling Fall 2011 will pay \$350 per credit hour  
 Graduate students enrolling Fall 2011 will pay \$450 per credit hour

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# CSU – Fort Collins Tuition & Fee History

*Resident, Undergraduate*

Fiscal Year	Tuition	Mandatory Student Fees	Total Tuition & Fee	\$ Increase	% Increase
FY 2011-2012	\$6,307	\$1,645	\$7,952	\$1,057	15.3%
FY 2010-2011	\$5,256	\$1,639	\$6,895	\$637	10.2%
FY 2009-2010	\$4,822	\$1,436	\$6,258	\$444	7.6%
FY 2008-2009	\$4,424	\$1,390	\$5,814	\$455	8.5%
FY 2007-2008	\$4,040	\$1,319	\$5,359	\$702	15%
FY 2006-2007	\$3,466	\$1,191	\$4,657	\$155	3.4%

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# CSU – Pueblo Tuition & Fee History

## *Resident, Undergraduate*

<b>Fiscal Year</b>	<b>Tuition</b>	<b>Mandatory Student Fees</b>	<b>Total Tuition &amp; Fee</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>FY 2011-2012</b>	<b>\$4,381</b>	<b>\$1,342</b>	<b>\$5,723</b>	<b>\$606</b>	<b>11.8%</b>
FY 2010-2011	\$3,880	\$1,237	\$5,117	\$376	7.9%
FY 2009-2010	\$3,559	\$1,182	\$4,741	\$323	7.3%
FY 2008-2009	\$3,422	\$996	\$4,418	\$262	6.3%
FY 2007-2008	\$3,184	\$972	\$4,156	\$209	5.3%
FY 2006-2007	\$2,975	\$972	\$3,947	\$72	1.9%

BOARD OF GOVERNORS *of the*  
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# Cost of Attendance

- Cost of attendance is the estimated amount it will cost a student living on campus to attend CSU-Fort Collins and CSU-Pueblo.
- Staff has developed a “Cost of Attendance” table that summarizes the recommended FY 2011-2012 rates for tuition, fees, room and board.

# Cost of Attendance at CSU Fort Collins

Resident, Full Time Undergraduate Student (12 credit hours, Fall & Spring semesters)						
<b>CSU Fort Collins</b>	<b>Base Resident Tuition</b>	<b>Mandatory Student Fees</b>	<b>Room &amp; Board</b>	<b>TOTAL</b>	<b>\$ Increase Over Prior Year</b>	<b>% Increase Over Prior Year</b>
<b>FY 2011-2012 Proposed</b>	<b>\$6,307</b>	<b>\$1,645</b>	<b>\$9,622</b>	<b>\$17,574</b>	<b>\$1,161</b>	<b>7.1%</b>
FY 2010-2011	\$5,256	\$1,639	\$9,518	\$16,413	\$669	4.2%
FY 2009-2010	\$4,822	\$1,436	\$9,486	\$15,744	\$769	5.1%
FY 2008-2009	\$4,424	\$1,390	\$9,162	\$14,976	\$1,487	11.0%
FY 2007-2008	\$4,040	\$1,319	\$8,130	\$13,489	\$1,442	12.0%
FY 2006-2007	\$3,466	\$1,191	\$7,390	\$12,047	\$1,491	14.1%

BOARD OF GOVERNORS *of the*  
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# Cost of Attendance at CSU-Pueblo

Resident, Full Time Undergraduate Student (12 credit hours, Fall & Spring semesters)						
<b>CSU - Pueblo</b>	<b>Base Resident Tuition</b>	<b>Mandatory Student Fees</b>	<b>Room &amp; Board</b>	<b>TOTAL</b>	<b>\$ Increase Over Prior Year</b>	<b>% Increase Over Prior Year</b>
<b>FY 2011-2012 Proposed</b>	<b>\$4,381</b>	<b>\$1,342</b>	<b>\$8,283</b>	<b>\$14,006</b>	<b>\$847</b>	<b>6.4%</b>
FY 2010-2011	\$3,880	\$1,237	\$8,042	\$13,159	\$548	4.3%
FY 2009-2010	\$3,559	\$1,182	\$7,870	\$12,611	\$1,097	9.5%
FY 2008-2009	\$3,422	\$996	\$7,096	\$11,514	\$958	9.1%
FY 2007-2008	\$3,184	\$972	\$6,400	\$10,556	\$799	8.2%
FY 2006-2007	\$2,975	\$972	\$5,810	\$9,757	(\$6)	-0.1%

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM

# Agenda Item 1b: FY 2012 Operating Budget Increase Schedules

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM



**Colorado  
State**  
University

**FY12 Incremental E&G Budget – Version 6.0**  
**Colorado State University – Fort Collins**  
**Monday, June 20, 2011**

**New Resources ..... \$14,767,100**

Tuition.....	34,937,700
Undergraduate.....	23,925,000
Graduate/PVM.....	4,190,000
Differential Tuition .....	6,822,700
Final Future Revenue Contingency Reserve Deployment.....	1,450,000
Miscellaneous and Other Income .....	1,125,400
State Funding - ARRA.....	(16,600,000)
State Funding - Additional Cut (% of \$36M Governor's Budget Cut).....	(6,146,000)

**New Expenses ..... \$14,767,100**

Faculty Promotions and Merit Based Salary Increases .....	556,000
Faculty Promotions .....	556,000
Merit Based Salary Increases.....	–
Other Mandatory Costs (audit fees, debt service, dues, etc.) .....	650,000
Library Inflation .....	200,000
New Building Utilities and Maintenance .....	425,000
Utility Increase.....	–
Risk Management and Insurance.....	–
Fringe Benefit Enhancements .....	607,500
Deployment of Differential Tuition and Tuition Sharing .....	8,065,500
Differential Tuition .....	6,114,700
PVM and Other Tuition Sharing .....	1,950,800
Commitments/Quality Enhancements .....	5,914,100
Critical Academic Initiatives .....	4,081,700
Student and Statewide Programs .....	754,800
Supporting Infrastructure .....	1,077,600
Financial Aid/Scholarship Inflation.....	9,649,000
Unit Expense Reductions.....	(11,300,000)

**Net ..... –**

**Base Tuition Assumptions**

- Resident Undergraduate 2 Student Credit Hour Closure and 9% part time
- Non-Resident Undergraduate 2 Student Credit Hour but 3% overall (including part time)
- Resident Graduate 7.5% and Professional Veterinary Medicine 9%
- Non-Resident Graduate 3%
- Fees less than 1%



		BOG
		Enrollment Growth 1.5%
<b>Projected New Revenues</b>		<b>\$ 1,391,000</b>
-----		
Enrollment Increase, Tuition	\$ 517,000	
Tuition Rate Increase (Resident UG Increase \$20.90/ credit hr; RUG 12.9%;NRUG 5.7%; WUE 8.6%; G 12.9%; Differential 13.2%)	\$ 2,986,000	
State Funding	\$ (2,239,250)	
FY 2011-12 COF Enrollment Increase	\$ 105,750	
FY 2011-12 Fee for Service Reduction Estimate	\$ (1,713,000)	
Loss of ARRA Backfill Funding	\$ (632,000)	
Other Fees & Revenues	\$ 127,250	
<b>Projected New Expenses</b>		<b>\$ 1,391,000</b>
-----		
<b>Student Financial Assistance Initiative</b>	<b>\$ 500,000</b>	
<b>Faculty/Staff Salary Increases</b>	<b>\$ -</b>	
<b>Increased Enrollment/Retention Initiatives</b>	<b>\$ 607,000</b>	
Graduation Incentive Payments	\$ 32,000	
First Year Programs/retention Support	\$ 175,000	
Admissions/records/Retention	\$ 275,000	
Honors Program	\$ 75,000	
Students to Work Program	\$ 50,000	
<b>Program Enhancements</b>	<b>\$ 465,000</b>	
Research	\$ 100,000	
Computer Equipment Replacements/IT	\$ 130,000	
Other Academic/Campus Equipment	\$ -	
Faculty Equity	\$ 85,000	
Kuali Conversion	\$ 50,000	
Academic Operating	\$ -	
New Faculty Lines	\$ -	
Undesignated Enrollment Growth & Instruction	\$ 75,000	
Investment in Library Materials	\$ 25,000	
<b>Mandatory Costs</b>	<b>\$ 869,000</b>	
Promotions	\$ 30,000	
GAP/Other	\$ 50,000	
Library Expansion Operating Costs	\$ 110,000	
Beautification of Facilities and Grounds	\$ 50,000	
Utilities	\$ 250,000	
Yr 2 of 3 Foundation Liability Payoff	\$ 104,000	
COP Library Payment	\$ 175,000	
Budget Director Funding Restoration	\$ 100,000	
System Legal	\$ 100,000	
<b>Academic and Campus Efficiencies- 2.5%</b>	<b>\$ (1,050,000)</b>	
Academic Efficiencies	\$ (200,000)	
VPFA Efficiencies/Reductions (Utilities and Projects)	\$ (650,000)	
Presidential Efficiencies/Reductions	\$ (200,000)	
<b>Net</b>		<b>\$ -</b>
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**BOARD OF GOVERNORS of the  
COLORADO STATE UNIVERSITY SYSTEM**

410 Seventeenth Street, Suite 2440 • Denver, Colorado 80202  
Phone (303) 534-6290 • FAX (303) 534-6298 • www.csusystem.edu

**CSU SYSTEM BUDGET FISCAL YEAR 2012**

<b>Chancellor's Office</b>	<b>FY 2010</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Budget</b>	
Salaries	\$1,184,839	\$1,322,240	\$1,322,240	New Academic Officer
Operating	\$438,000	\$358,950	\$358,950	paid from current
Travel	\$10,000	\$10,000	\$10,000	funded positions
Marketing	\$0	\$0	\$0	which are vacant
<b>TOTAL</b>	<b>\$1,632,839</b>	<b>\$1,691,190</b>	<b>\$1,691,190</b>	
<hr/>				
<b>General Counsel</b>	<b>FY 2010</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Budget</b>	
Salaries	\$1,341,997	\$1,357,316	\$1,492,316	Cost increase due to
Travel	\$35,000	\$35,000	\$35,000	new attorney for
Operating Expenses	\$144,000	\$144,000	\$144,000	CSU-Pueblo=\$135k
Attorney General Office	\$90,000	\$90,000	\$90,000	
<b>TOTAL</b>	<b>\$1,610,997</b>	<b>\$1,626,316</b>	<b>\$1,761,316</b>	
<hr/>				
<b>Internal Audit</b>	<b>FY 2010</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Budget</b>	
Salaries	\$605,263	\$597,079	\$597,079	
Travel	\$1,500	\$8,000	\$8,000	
Operating Expenses	\$10,000	\$11,500	\$11,500	
<b>TOTAL</b>	<b>\$616,763</b>	<b>\$616,579</b>	<b>\$616,579</b>	
<hr/>				
<b>Board Operating and Expenses</b>	<b>FY 2010</b>	<b>FY 2011 Budget</b>	<b>FY 2012 Budget</b>	
Salaries	\$396,606	\$323,102	\$323,102	
Travel	\$65,000	\$65,000	\$65,000	
Operating Expenses	\$179,200	\$179,200	\$179,200	
<b>TOTAL</b>	<b>\$640,806</b>	<b>\$567,302</b>	<b>\$567,302</b>	
<hr/>				
<b>System Office Budget Total</b>	<b>\$4,501,405</b>	<b>\$4,501,387</b>	<b>\$4,636,387</b>	
<hr/>				
System Cost Distribution				
CSU - Fort Collins	91.45%	\$ 4,116,518	\$ 4,116,518	
CSU - Pueblo	8.55%	\$ 384,869	\$ 519,869	

# Agenda Item 1c: FY 2012 Tuition and Differential Tuition Rate Schedules

COLORADO STATE UNIVERSITY  
2011-12 ACADEMIC YEAR  
TUITION RATE SCHEDULE

	Approved Tuition 2010-11		Proposed Tuition 2011-12	
	Resident	Nonresident	Resident	Nonresident
<b><u>UNDERGRADUATE TUITION</u></b>				
Part-time (Per credit charge 1-9, FY12+ 10-11 credit hours, see*)	\$262.80	\$1,068.30	\$286.45	\$1,100.35
Full-time (FY12 = 12 or more total credit hours)*	\$2,628.00	\$10,683.00	\$3,153.60	\$11,003.50

Western Undergraduate Exchange Program (WUE), Full-time (FY12+, 12 or more credit hours)	\$5,337.00	\$6,125.40
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College Opportunity Fund (COF) Resident Undergraduate per credit hour	\$62.00	n/a	\$62.00	n/a
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<b><u>GRADUATE TUITION</u></b>				
Part-time (per credit charge, 1-8 credit hours)	\$413.00	\$1,056.75	\$444.00	\$1,088.45
Full-time (9 or more total credit hours)	\$3,717.00	\$9,510.75	\$3,996.00	\$9,796.05

**PROFESSIONAL VETERINARY MEDICINE TUITION**

Freshmen, Sophomores, and Juniors (per term)**	\$9,983.50	\$24,483.50	\$10,882.00	\$25,632.00
Seniors (per credit hour)	\$475.40	\$1,165.88	\$518.19	\$1,220.57

\*FY12 includes 2 credit hour closure for full-time from 10 to 12 credit hours for all undergraduates.

This is achieved with a rate phase-in process:	10 SCH	11 SCH	12 SCH
Resident Undergraduate	2,628.00	2,890.80	3,153.60
Non-Resident Undergraduate	10,683.00	10,843.25	11,003.50
WUE Undergraduate	4,872.00	5,359.20	5,846.40

For SCH >20, an additional per credit hour charge equal to the part-time per credit hour rate will be assessed for undergraduates.  
SCH = Student Credit Hour

\*\*Includes WICHE facilities and use charge of \$500.50 per term for non-sponsored students.

COLORADO STATE UNIVERSITY  
DIVISION OF CONTINUING EDUCATION  
2011-12 ACADEMIC YEAR  
TUITION RATE SCHEDULE

	Tuition per Credit 2010-11 Minimum	Tuition per Credit 2010-11 Maximum	Proposed Tuition per Credit 2011-12 Minimum	Proposed Tuition per Credit 2011-12 Maximum
<b><u>GRANTING UNIVERSITY ENROLLMENT for a SPECIFIC TERM (GUEST)</u></b>				
Undergraduate Instruction				
In-State	\$262.80		\$286.45	
Out-of-State	\$1,068.30		\$1,100.35	
Graduate Instruction				
In-State	\$413.00		\$444.00	
Out-of-State	\$1,056.75		\$1,088.45	
<b><u>ON CAMPUS EXTENDED EDUCATION</u></b>				
Undergraduate Instruction				
In-State	\$289	\$439	\$319	\$493
Out-of-State	\$1,243	\$1,300	\$1,243	\$1,300
Graduate Instruction				
In-State	\$431	\$450	\$459	\$499
Out-of-State	\$1,207	\$1,300	\$1,207	\$1,440
<b><u>UNDERGRADUATE<sup>1</sup></u></b>	\$289	\$493	\$319	\$493
College of Liberal Arts				
Undergraduate Independent Study				
Undergraduate Instruction- School of Ed				
College of Applied Human Sciences				
Online				
Undergraduate Group Instruction/ Short Courses & Field Studies				
Certificate Program (Undergraduate)				
<b><u>GRADUATE- Master's Degree<sup>1</sup></u></b>	\$360	\$1,122	\$459	\$1,440
Graduate Instruction- School of Ed				
Graduate - Online				
Graduate Independent Study				
Great Plains Idea				
Social Work (Graduate)				
Graduate Group Instruction/ Short Courses & Field Studies				
AET				
OPC				
Graduate - Multi Media				
Certificate Program (Graduate)				
I/O Psychology				
Graduate- COB				
Graduate - Systems Engineering				



	Tuition per Credit 2010-11 Minimum	Tuition per Credit 2010-11 Maximum	Proposed Tuition per Credit 2011-12 Minimum	Proposed Tuition per Credit 2011-12 Maximum
<b><u>GRADUATE- PhD<sup>1</sup></u></b>	\$408	\$619	\$496	\$725
OPC PhD				
CCL				
University Leader PhD				
<b><u>OTHER<sup>1</sup></u></b>	\$50	\$100	\$55	\$100
Sponsored Contract Rates				
<i>Additional Credits</i>				
School of Education Sponsored Contracts				
Annenberg				
<b><u>CUSTOM GRADUATE PROGRAM :</u></b>	\$11,000	\$13,332	\$11,000	\$14,400
Executive MBA - Graduating Class of 2010				
Executive MBA - Graduating Class of 2011				
Executive MBA - Graduating Class of 2012				

**NOTES:**

**TUITION**

<sup>1</sup>Effective FY11, modified presentation - Detailed listing of programs is replaced by a range that reflects the minimum and maximum tuition rates for undergraduate, masters, PhD and other programs.

Tuition for cash-funded programs may be reduced or discontinued based on market demand. Resident tuition for programs eligible for FTE funding per CCHE policies is proposed at the same rate as campus-based resident instruction. Nonresident tuition for such programs is based on the actual cost of delivery.

On-campus undergraduate instruction and GUEST Program participants will also be assessed differential tuition as follows:

FY12 Proposed Undergraduate Differential Tuition Rates per Student Credit Hour (SCH) and approved student fees:

	<u>Rate/SCH</u>
Level I <sup>3</sup>	\$25.00
Level II <sup>4</sup>	\$35.00
Level III <sup>5</sup>	\$45.00

<sup>2</sup>Differential tuition assessed per credit hour for all courses taken by undergraduates, except Construction Management courses.

Construction Management students are assessed a market based program assessment charge per semester.

Freshman will not be assessed differential tuition.

For College of Business courses, sophomores will also be assessed differential tuition.

Juniors and seniors will be assessed differential tuition on all courses taken including 500 and 600 level courses, excluding Construction Management courses.

Differential tuition assessed per undergraduate credit hour will be effective Fall Term 2011.

Supplemental tuition will no longer be assessed effective Fall Term 2011.

<sup>3</sup>Level I:

- College of Agricultural Sciences (except ANEQ courses)
- College of Applied Human Sciences (except FSHN, FTEC, RRM, HES, AM, DM and INTD courses)
- College of Liberal Arts including cross-departmental EDUC courses (except ART, MU, TH and D courses)
- Warner College of Natural Resources including cross-departmental NR courses (except GEOL courses)
- Intra-University (except LIFE courses)

<sup>4</sup>Level II:

- College of Natural Sciences
- College of Veterinary Medicine and Biomedical Sciences
- Course Prefixes: ANEQ, FSHN, FTEC, RRM, HES, AM, DM, INTD, LIFE, ART, MU, TH, D, GEOL

<sup>5</sup>Level III:

- College of Business
- College of Engineering

**STUDENT FEES**

All students:

- Subject to the mandatory University Technology Fee of \$20.00 per student. (Contract courses exempt)
- Option to pay university general student fees.

All on-campus students are subject to:

- The University Facility Fee is \$15.00 per credit hour



COLORADO STATE UNIVERSITY - PUEBLO  
2011-2012 ACADEMIC YEAR  
TUITION RATE SCHEDULE

UNDERGRADUATE TUITION

Student Share per credit hour, 1 - 12 credit hours  
College Opportunity Fund (COF) Stipend And  
Federal Support per credit hour for WUE purposes  
Published Rate per credit hour, 1 - 12 credit hours  
Discounted Rate-Student Share, 13 - 18 credit hours  
No addition credit hour charge for 18+ credits

Approved Tuition Rates 2010-11		
	Resident	Non-Resident
Student Share per credit hour, 1 - 12 credit hours	\$ 161.65	\$ 565.00
College Opportunity Fund (COF) Stipend And Federal Support per credit hour for WUE purposes	\$ 89.00	N/A
Published Rate per credit hour, 1 - 12 credit hours	\$ 250.65	\$ 565.00
Discounted Rate-Student Share, 13 - 18 credit hours	\$ 31.35	+\$96.75 per cr.hr.

Proposed Tuition Rates 2011-12		
	Resident	Non-Resident
Student Share per credit hour, 1 - 12 credit hours	\$ 182.55	\$ 595.00
College Opportunity Fund (COF) Stipend And Federal Support per credit hour for WUE purposes	\$ 89.00	N/A
Published Rate per credit hour, 1 - 12 credit hours	\$ 271.55	\$ 595.00
Discounted Rate-Student Share, 13 - 18 credit hours	\$ 35.20	+\$169 per cr.hr.

TEACHER EDU. PROG. GRADUATE TUITION

Published Rate per credit hour, 1 - 12 credit hours  
Published Rate per credit hour, 13 - 18 credit hours  
No addition credit hour charge for 18+ credits

Published Rate per credit hour, 1 - 12 credit hours	\$ 173.00	\$ 565.00
Published Rate per credit hour, 13 - 18 credit hours	\$ 31.35	+\$96.75 per cr.hr.

Published Rate per credit hour, 1 - 12 credit hours	\$ 195.40	\$ 638.00
Published Rate per credit hour, 13 - 18 credit hours	\$ 35.20	+\$109.00 per cr.hr.

ALL OTHER GRADUATE PROGRAM TUITION

Published Rate per credit hour, 1 - 12 credit hours  
Published Rate per credit hour, 13 - 18 credit hours  
No addition credit hour charge for 18+ credits

Published Rate per credit hour, 1 - 12 credit hours	\$ 190.00	\$ 565.00
Published Rate per credit hour, 13 - 18 credit hours	\$ 31.35	+\$96.75 per cr.hr.

Published Rate per credit hour, 1 - 12 credit hours	\$ 214.60	\$ 638.00
Published Rate per credit hour, 13 - 18 credit hours	\$ 35.20	+\$109.00 per cr.hr.

WESTERN UNDERGRADUATE EXCHANGE PROGRAM (WUE)

OTHER STATE PROGRAMS (TX, OK, KS, NE) In FY 2010-11 OSP extends to all non

WUE states

Published Rate per credit hour, 1 - 12 credit hours  
Discounted rate, 13 - 18 credit hours  
No addition credit hour charge for 18+ credits  
12 Credit hrs  
15 Credit hrs  
18 Credit hrs

Published Rate per credit hour, 1 - 12 credit hours	N/A	\$ 375.00
Discounted rate, 13 - 18 credit hours	N/A	+\$250.00 per cr.hr.
No addition credit hour charge for 18+ credits	\$	-
12 Credit hrs	\$	4,500
15 Credit hrs	\$	5,250
18 Credit hrs	\$	6,000

Published Rate per credit hour, 1 - 12 credit hours	N/A	\$ 408.00
Discounted rate, 13 - 18 credit hours	N/A	+\$250.00 per cr.hr.
No addition credit hour charge for 18+ credits	\$	-
12 Credit hrs	\$	4,896
15 Credit hrs	\$	5,646
18 Credit hrs	\$	6,396

DIFFERENTIAL UNDERGRADUATE TUITION (per credit hour)

Business Program  
Computer Information Science Program  
Engineering Program  
Nursing Program

Business Program	\$ 20.35	\$ 20.35
Computer Information Science Program	\$ 20.35	\$ 20.35
Engineering Program	\$ 20.35	\$ 20.35
Nursing Program	\$ 20.35	\$ 20.35

Business Program	\$ 23.00	\$ 23.00
Computer Information Science Program	\$ 23.00	\$ 23.00
Engineering Program	\$ 23.00	\$ 23.00
Nursing Program	\$ 23.00	\$ 23.00

DIFFERENTIAL GRADUATE TUITION (per credit hour)

Business Program  
Computer Information Science Program  
Engineering Program  
Nursing Program

Business Program	\$ 73.75	\$ 73.75
Computer Information Science Program	\$ 73.75	\$ 73.75
Engineering Program	\$ 42.75	\$ 42.75
Nursing Program	\$ 42.75	\$ 42.75

Business Program	\$ 83.50	\$ 83.50
Computer Information Science Program	\$ 83.50	\$ 83.50
Engineering Program	\$ 48.50	\$ 48.50
Nursing Program	\$ 48.50	\$ 48.50



COLORADO STATE UNIVERSITY - PUEBLO  
 2011-2012 ACADEMIC YEAR  
 CONTINUING EDUCATION TUITION RATE SCHEDULE

	Approved Tuition Rates 2010-11	Proposed Tuition Rates 2011-12
<b><u>Face-to-Face Courses authorized by CCHE to receive COF funding:</u></b>		
BS/BA- Colorado Springs		
Student Share	\$ 161.65	\$ 182.55
College Opportunity Fund (COF) Stipend And Federal Support per credit hour for Continuing Ed Purposes	\$ 89.00	\$ 89.00
Published Tuition Rate	\$250.65	\$271.55
Senior to Sophomore, Shared Cost Delivery	\$49.00	\$49.00
Teacher Education Program, Shared Cost Delivery	\$49.00	\$49.00
Independent Study, Shared Cost Delivery	\$99.00	\$99.00
Teacher Education Program, Full Cost Delivery	\$149.00	\$149.00
Independent Study, Full Cost Delivery	\$149.00	\$149.00
English Language Institute	\$249.00	\$249.00

Agenda Item 1d:  
FY 2012 Student Fees  
Special Course Fee manual –  
CSU Only

COLORADO STATE UNIVERSITY  
EDUCATION AND GENERAL  
PROPOSED STUDENT FEE SCHEDULE  
PER SEMESTER FOR ACADEMIC YEAR 2011-12  
ON CAMPUS

	2010-11 Approved Fees	2011-12 Proposed Changes	2011-12 Proposed Fees	Percent Change
<b>FULL TIME FEES (six or more credits)</b>				
Associated Students of Colorado State University (ASCSU)	\$35.92	\$0.00	\$35.92	0.0%
<b>Athletics</b>				
Operations	\$98.60	\$0.00	\$98.60	0.0%
Debt Service	\$5.25	\$0.00	\$5.25	0.0%
<b>Campus Recreation</b>				
Student Recreation Center	\$115.58	\$0.00	\$115.58	0.0%
Recreational Sports Office	\$15.10	\$0.00	\$15.10	0.0%
<b>CSU Health Network</b>				
Hartshorn Health Service	\$134.90	\$0.00	\$134.90	0.0%
University Counseling Center	\$37.89	\$0.00	\$37.89	0.0%
<b>Lory Student Center</b>				
Operations	\$90.67	\$0.00	\$90.67	0.0%
Facilities Construction/Renovations	\$6.42	\$0.00	\$6.42	0.0%
Association for Student Activity Programming	\$9.21	\$0.00	\$9.21	0.0%
<b>Student Services</b>				
Adult Learner and Veteran Services	\$2.91	\$0.00	\$2.91	0.0%
Career Center <sup>4</sup>	\$28.06	(\$1.06)	\$27.00	-3.8%
Conflict Resolution & Student Conduct Services	\$4.12	\$0.00	\$4.12	0.0%
Disabled Student Accessibility	\$0.50	\$0.00	\$0.50	0.0%
Interpersonal Violence Response and Safety <sup>3</sup>	\$0.00	\$4.00	\$4.00	100.0%
Off-Campus Life	\$3.72	\$0.00	\$3.72	0.0%
School of the Arts Advisory Council	\$9.12	\$0.00	\$9.12	0.0%
Student Leadership, Involvement & Community Engagemen	\$15.64	\$0.00	\$15.64	0.0%
Student Legal Services	\$5.79	\$0.00	\$5.79	0.0%
Subtotal	\$619.40	\$2.94	\$622.34	0.5%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>1</sup>	\$225.00	\$0.00	\$225.00	0.0%
<b>TOTAL FEES FULL-TIME STUDENT</b>	<b>\$864.40</b>	<b>\$2.94</b>	<b>\$867.34</b>	<b>0.3%</b>
<b>PART TIME FEES (five or less credits)</b>				
Lory Student Center Operations	\$53.00	\$0.00	\$53.00	0.0%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>2</sup>	\$75.00	\$0.00	\$75.00	0.0%
<b>TOTAL FEES PART-TIME STUDENT</b>	<b>\$148.00</b>	<b>\$0.00</b>	<b>\$148.00</b>	<b>0.0%</b>

<sup>1</sup> Based on 15 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>2</sup> Based on 5 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>3</sup> New student initiated fee

<sup>4</sup> Bring fees in line with operating needs

COLORADO STATE UNIVERSITY  
 EDUCATION AND GENERAL  
 PROPOSED STUDENT FEE SCHEDULE  
 PER SEMESTER FOR ACADEMIC YEAR 2011-12  
 OFF-CAMPUS

	2010-11 Approved <u>Fees</u>	2011-12 Proposed <u>Changes</u>	2011-12 Proposed <u>Fees</u>	Percent <u>Change</u>
FULL TIME FEES (six or more credits)				
ASCSU	\$25.26	\$0.00	\$25.26	0.0%
Athletics				
Operations	\$23.56	\$0.00	\$23.56	0.0%
Debt Service	\$5.25	\$0.00	\$5.25	0.0%
Campus Recreation				
Student Recreation Center	\$41.74	\$0.00	\$41.74	0.0%
Hartshorn Health Service <sup>3</sup>	\$1.74	-\$1.74	\$0.00	-100.0%
Lory Student Center				
Operations	\$33.62	\$0.00	\$33.62	0.0%
Facilities Construction/Renovations	<u>\$3.00</u>	<u>\$0.00</u>	<u>\$3.00</u>	0.0%
Subtotal	\$134.17	-\$1.74	\$132.43	-1.3%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>1</sup>	<u>\$225.00</u>	<u>\$0.00</u>	<u>\$225.00</u>	0.0%
TOTAL FEES FULL-TIME STUDENT	\$379.17	-\$1.74	\$377.43	-0.5%
PART TIME FEES (five or less credits)				
Lory Student Center				
Operations	\$33.62	\$0.00	\$33.62	0.0%
Facilities Construction/Renovations	\$3.00	\$0.00	\$3.00	0.0%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>2</sup>	<u>\$75.00</u>	<u>\$0.00</u>	<u>\$75.00</u>	0.0%
	\$131.62	\$0.00	\$131.62	
TOTAL FEES PART-TIME STUDENT				

<sup>1</sup> Based on 15 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>2</sup> Based on 5 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>3</sup> Fee is discontinued due to Hartshorn's Bond being paid in full.

COLORADO STATE UNIVERSITY  
EDUCATION AND GENERAL  
PROPOSED STUDENT FEE SCHEDULE  
FOR ACADEMIC YEAR 2011-12  
SUMMER SESSION ON CAMPUS

	2010-11 Approved <u>Fees</u>	2011-12 Proposed <u>Changes</u>	2011-12 Proposed <u>Fees</u>	<u>Percent Change</u>
<b>FULL TIME FEES (six or more credits)</b>				
ASCSU	\$38.81	\$0.00	\$38.81	0.0%
Campus Recreation				
Student Recreation Center	\$62.16	\$0.00	\$62.16	0.0%
Recreational Sports Office	\$27.11	\$0.00	\$27.11	0.0%
Hartshorn Health Services	\$97.00	\$0.00	\$97.00	0.0%
Lory Student Center				
Operations	\$42.06	\$0.00	\$42.06	0.0%
Student Services				
Conflict Resolution & Student Conduct Services	\$6.31	\$0.00	\$6.31	0.0%
School of the Arts Advisory Council	\$10.67	\$0.00	\$10.67	0.0%
Student Leadership, Involvement & Community Engagemer	\$16.88	-\$1.24	\$15.64	-7.3%
Student Legal Services	<u>\$7.23</u>	<u>\$0.00</u>	<u>\$7.23</u>	0.0%
Subtotal	\$308.23	-\$1.24	\$306.99	-0.4%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>1</sup>	<u>\$225.00</u>	<u>\$0.00</u>	<u>\$225.00</u>	0.0%
<b>TOTAL FEES FULL-TIME STUDENT</b>	<b>\$553.23</b>	<b>-\$1.24</b>	<b>\$551.99</b>	<b>-0.2%</b>
<b>PART TIME FEES (five or less credits)</b>				
Lory Student Center Operations	\$33.77	\$0.00	\$33.77	0.0%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>2</sup>	<u>\$75.00</u>	<u>\$0.00</u>	<u>\$75.00</u>	0.0%
<b>TOTAL FEES PART-TIME STUDENT</b>	<b>\$128.77</b>	<b>\$0.00</b>	<b>\$128.77</b>	<b>0.0%</b>

<sup>1</sup> Based on 15 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>2</sup> Based on 5 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>3</sup> Student Leadership, Involvement & Community Engagement requested a decrease of \$1.24 in order to align the fee with full-time, on-campus student fees for fall and spring semesters.

COLORADO STATE UNIVERSITY  
EDUCATION AND GENERAL  
PROPOSED STUDENT FEE SCHEDULE  
FOR ACADEMIC YEAR 2011-12  
SUMMER SESSION OFF CAMPUS

	2010-11 Approved Fees	2011-12 Proposed Changes	2011-12 Proposed Fees	Percent Change
<b>FULL TIME FEES (six or more credits)</b>				
ASCSU	\$22.85	\$0.00	\$22.85	0.0%
Campus Recreation				
Student Recreation Center	\$49.71	\$0.00	\$49.71	0.0%
Hartshorn Health Service <sup>3</sup>	<u>\$2.38</u>	<u>-\$2.38</u>	<u>\$0.00</u>	-100.0%
Subtotal	\$74.94	-\$2.38	\$72.56	-3.2%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>1</sup>	<u>\$225.00</u>	<u>\$0.00</u>	<u>\$225.00</u>	0.0%
<b>TOTAL FEES FULL-TIME STUDENT</b>	<b>\$319.94</b>	<b>-\$2.38</b>	<b>\$317.56</b>	<b>-0.7%</b>
<b>PART TIME FEES (five or less credits)</b>				
Lory Student Center Operations	\$33.77	\$0.00	\$33.77	0.0%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>2</sup>	<u>\$75.00</u>	<u>\$0.00</u>	<u>\$75.00</u>	0.0%
<b>TOTAL FEES PART-TIME STUDENT</b>	<b>\$128.77</b>	<b>\$0.00</b>	<b>\$128.77</b>	<b>0.0%</b>

<sup>1</sup> Based on 15 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>2</sup> Based on 5 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>3</sup> Fee is discontinued due to Hartshorn's Bond being paid in full.



COLORADO STATE UNIVERSITY  
PROFESSIONAL VETERINARY MEDICINE  
PROPOSED STUDENT FEE SCHEDULE  
PER SEMESTER FOR ACADEMIC YEAR 2011-12

	2010-11 Approved Fees	2011-12 Proposed Changes	2011-12 Proposed Fees	Percent Change
<b>FRESHMEN, SOPHOMORES &amp; JUNIORS</b>				
Student Fees	\$619.40	\$2.94	\$622.34	0.5%
University Technology Fee	\$20.00	\$0.00	\$20.00	0.0%
University Facility Fee <sup>1</sup>	<u>\$315.00</u>	<u>\$0.00</u>	<u>\$315.00</u>	0.0%
<b>PVM FEES Per Semester for FRESHMAN, SOPHOMORES &amp; JUNIORS</b>	<b>\$954.40</b>	<b>\$2.94</b>	<b>\$957.34</b>	<b>0.3%</b>
<b>SENIORS (Per Academic Year):<sup>2</sup></b>				
Total Academic Year Student Fees <sup>3</sup>	\$1,238.80	\$5.88	\$1,244.68	0.5%
Total Academic Year University Technology Fee <sup>3</sup>	\$40.00	\$0.00	\$40.00	0.0%
Total Academic Year University Facilities Fee <sup>4</sup>	<u>\$630.00</u>	<u>\$0.00</u>	<u>\$630.00</u>	0.0%
SENIORS Total Fees per Academic Year	\$1,908.80	\$5.88	\$1,914.68	0.3%
<b>SENIORS (Average Per Semester):<sup>2</sup></b>				
Total Academic Year Student Fees <sup>3</sup>	\$412.93	\$1.96	\$414.89	0.5%
Total Academic Year University Technology Fee <sup>3</sup>	\$13.33	\$0.00	\$13.33	0.0%
Total Academic Year University Facilities Fee <sup>4</sup>	<u>\$210.00</u>	<u>\$0.00</u>	<u>\$210.00</u>	0.0%
<b>PVM SENIORS Total (Average Per Semester) <sup>3</sup></b>	<b>\$636.26</b>	<b>\$1.96</b>	<b>\$638.22</b>	<b>0.3%</b>

<sup>1</sup> Based on 21 credit hours. Actual total charge will vary with the number of credit hours taken.

<sup>2</sup> Seniors pay the equivalent of 2 semesters full time Student and University Technology fees at the fall/spring rates, split over the three semesters of their senior year, plus the per credit University Facility fee.

<sup>3</sup> Academic Year includes two semesters of the approved fees.

<sup>4</sup> Based on 42 credit hours per academic year. Actual total charge will vary with the number of credit hours tak

**SPECIAL COURSE FEES - NEW FEES**

Fall 2011, Spring 2012, Summer 2012

<u>Course Number</u>	<u>Course Title</u>	<u>Amount</u>	<u>Date</u>
ANEQ 346	Equine Disease Management	\$ 15.00	FA11
ANEQ 381	Equine Exercise Physiology	\$ 70.00	SP12
ANEQ 386C	Equine Farrier Practicum	\$ 15.00	SP12
CIVE 534	Applied and Environmental Molecular Biology	\$ 75.00	FA11
EDCO 656	Tests and Assessment	\$ 36.75	SU12
F 421	Forest Stand Management	\$ 35.00	FA11
HIST 363	Colorado History	\$ 8.57	FA11
HORT 344	Organic Greenhouse Management	\$ 51.00	SP12
NR 479	Restoration Case Studies	\$350.00	FA11
SOCR 342	Organic Soil Fertility	\$ 18.00	FA11
SOCR 343	Composting Principles and Practices	\$ 23.58	FA11

### SPECIAL COURSE FEES - FEE CHANGES

Fall 2011, Spring 2012, Summer 2012

<u>Course Number</u>	<u>Previous Amount</u>	<u>New Amount</u>	<u>Effective Date</u>
AM 143	\$118.83	\$ 81.81	SP12
AM 345	\$ 29.00	\$ 35.70	FA11
AM 421	\$ 29.00	\$ 37.38	FA11
ANEQ 286	\$ 20.00	\$ 33.67	FA11
ANEQ 340	\$500.00	\$550.00	FA11
ANEQ 341	\$500.00	\$550.00	FA11
ANEQ 474	\$ 47.14	\$ 62.50	FA11
ANEQ550A	\$214.12	\$399.43	FA11
ANEQ550B	\$110.10	\$136.96	FA11
ANEQ 551	\$ 75.00	\$154.39	FA11
BMS 301	\$ 79.62	\$ 81.47	FA11
BMS 345	\$ 31.33	\$ 33.50	FA11
BMS 545	\$ 31.33	\$ 33.50	FA11
BMS 575	\$ 79.62	\$ 81.47	FA11
BZ 214	\$ 20.00	\$ 32.21	SP12
CHEM 334	\$ 36.60	\$ 50.00	FA11
CHEM 431	\$ 30.90	\$ 50.00	FA11
CHEM 475	\$ 17.66	\$ 50.00	FA11
CHEM 477	\$ 17.66	\$ 50.00	FA11
FW 400	\$ 35.00	\$ 45.00	FA11
GEOL 344	\$ 53.00	\$ 65.00	FA11
GEOL 372	\$ 25.00	\$ 40.00	FA11
GEOL 376	\$ 75.00	\$ 82.00	SP12
HORT 100	\$ 25.00	\$ 12.00	FA11
INTD 330	\$ 12.50	\$ 7.14	FA11
LAND 240	\$ 23.00	\$ 26.45	SP12
LAND 241	\$ 39.00	\$ 18.33	SP12
LAND 360	\$ 13.85	\$ 24.75	FA11
LAND 363	\$ 16.19	\$ 18.53	SP12
LIFE 103	\$ 13.00	\$ 16.00	FA11
MECH 307	\$ 33.00	\$ 73.60	FA11
OT 611	\$ 21.52-65.00	\$ 39.00	FA11

**SPECIAL COURSE FEES – DISCONTINUED FEES**

<u>Course Number</u>	<u>Course Title</u>	<u>Amount</u>	<u>Date</u>
AGRI 383	Integrated Resource Management	\$375.00	SP12
CON 251	Materials Testing and Processing	\$ 38.00	FA11
CON 261	Construction Surveying	\$ 10.00	FA11
GEOL 601	Geoscience Approaches and Thesis Proposals	\$ 30.00	FA11
HDFS 286	Practicum – Professional Skills	\$ 35.00	SP11
HDFS 477	Professional Skills Development	\$ 35.00	SP11
HDFS 488	Field Placement	\$ 35.00	SP11
HIST 353	U.S.-Mexico Borderlands	\$107.65	FA11
HORT 441	Turfgrass Science	\$ 10.50	FA11
OT 625	Biomechanical Intervention Laboratory II	\$ 11.00	FA11
OT 633	Neurobehavioral Intervention Laboratory	\$ 39.00	FA11
OT 645	Leadership and Administration	\$ 38.25	FA11
SOWK 488	Field Placement	\$ 25.00	SU11
SOWK 588	Field Placement	\$ 25.00	SU11
SOWK 688	Field Placement	\$ 25.00	SU11
WR 440	Watershed Problem Analysis	\$ 45.00	SP11

# **COLORADO STATE UNIVERSITY**

## **Special Course Fee Manual**

**June 2011**

For BOC Review

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## INTRODUCTION

The Colorado State University Special Course Fee (SCF) Manual is the required plan for the Board of Governors and the Colorado Commission on Higher Education (CCHHE) per policy Section VI, Part C, 3.02 - Tuition, Fees, and State Aid.

Special course fees are those mandatory fees that a student is assessed when enrolling in specific courses which have cost-intensive components which cannot be provided through tuition. These costs will be for required equipment rental, animal maintenance, travel for field trips, required "special" expendable materials, etc. Special course fee revenues must be used for costs directly related to the classes for which they are charged.

Generally, any item that would be appropriately covered by a Charge for Technology (Tech Fee) should be funded through a Tech Fee.

Items for which fees will not be approved include, but are not limited to:

1. Salaries or wages for any instructor including visiting professors, graduate assistants, and on-site supervisors.
2. Classroom space or utility costs and building remodeling or maintenance on/in any University facility.
3. Usual classroom equipment and maintenance such as desks, chairs, tables, blackboards, chalk, computer projection and upkeep, television monitors, projection screens.
4. Support staff in colleges and departments.
5. Administrative staff in University administrative offices.
6. Textbooks and other required printed or copied learning materials.
7. Expenses associated with experimental courses. These are excluded since the courses are still developmental and notification of the course offering, and therefore the fees, may not follow the usual procedures.
8. Honoraria or travel expense reimbursement for guest lecturers.
9. Honoraria for off-campus instructors/supervisors of field placements.

## SPECIAL COURSE FEE COMMITTEE

The overall charge to this committee is to ensure

- a) Accuracy and accountability of course fees, and
- b) Institutional compliance with the SCF Committee's Student Appeals Process.

The Special Course Fee (SCF) Committee is responsible for

1. Reviewing and updating the SCF Manual for implementation;
2. Reviewing and recommending special course fees on an annual basis;
3. Reviewing and recommending appropriate action for noncompliance of policy and procedures; and
4. Participating in the student appeals process, as outlined on page 16.

The SCF Committee is appointed by the Provost; membership consists of representation from various entities across campus, which bring important perspectives to the committee's deliberations:

Vice Provost for Undergraduate Affairs, Provost's Office, Chair  
College Dean\*  
Academic Department Head\*  
Accounting Technician, Academic Department\*  
Budget Officer, Office of the Provost  
Registrar, Registrar's Office, or designee  
Curriculum Program Specialist, Provost's Office  
Representative of Business and Financial Services, Accounts Receivable Operations  
Representative of Business and Financial Services, Campus Services  
Vice President, Associated Students of Colorado State University, or designee\*\*

\*These appointments are four-year terms. At the completion of the term, reappointment is at the option of the Provost and Committee member. If the member is not reappointed, the Vice Provost for Undergraduate Affairs will recommend a replacement. All other appointments are standing appointments based on the responsibilities of the position.

\*\*By the nature of ASCSU terms, student appointments will be for one year. This individual will

- a) provide the student perspective on the committee
- b) provide an annual report to ASCSU Cabinet.



## **DEPARTMENT HEAD OR CHAIR**

The responsibilities of the department head or chair of those departments with approved Special Course Fees will include:

1. Being familiar with all policies and procedures related to requesting and monitoring Student Course Fees
2. Appointing an individual to be the “Responsible Person/Fiscal Officer for COURSE sub-fund (25 account)” in the Kuali Financial System for a given course fee.  
Note: Tech fees fall within the COURSE subfund; however, this manual only covers those accounts for Special Course Fees. Tech fees can be designated as 259xxxx.
3. Ensuring training for a new “Responsible Person/Fiscal Officer for COURSE sub-fund\_(25 account)”
4. Ensuring activities and expenditures in COURSE sub-fund (25 account) are compliant with the policies and procedures contained in this manual and with the University fiscal policy outlined in the Financial Policy Instructions to support the Letter of Attestation signed by the Dean of the College annually.
5. Maintaining documentation of the COURSE sub-fund (25 account) with respect to reviews, requests, expenditures and correspondence to ensure timely availability of records upon request to University administration, external auditors and/or State agencies.
6. Participating in all required audits of the SCF accounts
7. Complying with the University document-retention process for Special Course Fee forms and other relevant documents for the duration of the course fee plus the University Accounting Records Retention period.

### **RESPONSIBLE PERSON/FISCAL OFFICER FOR COURSE SUB-FUND (25 ACCOUNT)**

The Responsible Person/Fiscal Officer for the COURSE sub-fund (25 account) must be identified on the initial Special Course Fee Request. The responsibilities of this position include but are not limited to:

1. Responding to questions regarding the specific special course fee
2. Ensuring compliance with the procedures in this manual, specifically:
  - a. The monthly review process is completed in an accurate and timely manner;
  - b. The annual review process is completed in an accurate and timely manner;
  - c. The expenditures are consistent with the approved Special Course Fee Request;
  - d. The account’s fund balance is appropriately cleared and closed, if the special course fee has been canceled in writing to the Vice Provost for Undergraduate Affairs.
3. Ensuring activity/expenditures are compliant with the policies and procedures contained in this manual and with the University fiscal policy outlined in the Financial Policy Instructions.
4. Providing feedback to the Special Course Fee Committee for improvements to these policies and procedures.

5. Informing the Vice Provost for Undergraduate Affairs upon any vacancy of the Responsible Person/Fiscal Officer on a COURSE sub-fund (25 account).

## **FEEDBACK PROCESS**

The Special Course Fee Committee is interested in the continuous improvement of these policies and procedures. Suggestions for improvements are welcome. Forward these thoughts and suggestions, in writing, to the Budget Officer, Office of the Provost, 108 Administration Building. The Budget Officer will include such feedback in the next Special Course Fee Committee's meeting agenda.

## **DEFINITIONS OF FEE TYPES**

Colorado State University special course fees are categorized into four types. Examples of costs for which special course fees may be assessed are included with the definition for each fee type. All fees will be collected in the COURSE sub-fund (25 account). The fees may be assigned to individual accounts or to an account that encompasses related courses, e.g., sculpture, first aid, etc. (Refer to pages 7-9 for examples of justifications and the Collection and Distribution Procedures.)

### **Type A Course Fee**

Each student enrolled in the course pays a fixed or variable fee to cover the costs incurred by the University on a semester-by-semester, or within the academic year basis (Fall, Spring and Summer sessions), for:

1. The rental and/or use of nonacademic facilities and equipment (e.g., ice skating rinks, bowling alleys, scuba diving gear).
2. The institutional costs for field placements, including long-distance phone calls and postage, and travel costs of the Colorado State coordinator.
3. The costs of: providing livestock and laboratory animals; live models used in art; special equipment and materials or services.
4. The transportation of students and their accompanying supervisor for courses requiring off-campus trips.

#### **Notes:**

- a. May **not** include honoraria for off-campus instructors or supervisors.
- b. May not include housing or per diem food expenses for accompanying instructors or supervisors.
- c. May not include per diem food expenses for students.

### **Type A Justification**

#### **Examples**

This fee is requested to cover the costs of providing and maintaining animals assigned to the student for laboratory use.

Animal purchase	\$2350
Caretaking costs	\$2900
TOTAL	$\$5250 \div 150 \text{ students} = \$35 \text{ per student}$

OR

This fee is requested for field trips to local areas and Cameron Pass to measure snow pack and liquid water content. Estimated cost:

- 3 half-day field trips: van for half day is  $\$25 \times 3 \text{ trips} = \$75$
- Estimated 60 miles/trip -  $60 \text{ mi.} \times .17/\text{mile} \times 3 \text{ trips} = \$30.60$
- 2 full-day field trips: van for 1 day is  $\$33 - \$33 \times 2 \text{ trips} = \$66$
- Estimated 100 miles/trip -  $100 \text{ mi.} \times .17/\text{mile} \times 2 \text{ trips} = \$34$
- Park fees on full-day field trips = \$ 4

TOTAL =  $\$209.60 \div 8 \text{ students} = \$26.20 \text{ per student}$

### **Type B Course Fee**

Each student enrolled in the course pays a fixed or variable fee based upon her/his actual use of expendable materials. These materials are generally of one of the two following types:

1. Materials actually used by the student in the creation, construction, and/or fabrication of a class project (e.g., canvas for painting, wood or stone for sculpting, film for documentaries and artistic films, etc.) that leads to a product which becomes the student's property.
2. Materials supplied by the department because of the inability to make individual purchases economically (e.g., photo processing chemicals, materials for physiological testing, etc.), or other **unusual** costs associated with a course offering.

### **Type B Justification**

#### **Examples**

Students enrolled in this course use studio facilities, tools, and consumable materials which are purchased in bulk and made available for students in the production of art which becomes the student's property.

• Dye room materials	\$ 60.00
• Fabric for dye and print tests	\$ 70.00
• Dynex for silkscreen	\$ 30.00
• Printing inks and extender	\$150.00
• Print table maintenance	\$ 10.00
• Photo-emulsion and sensitizing chemicals	\$ 20.00
• Wax	\$ 2000
• TOTAL	$\$360.00 \div 10 \text{ students}$ $= \$36 \text{ per student}$

OR

Providing students with materials to do stress testing; body fat analysis; pulmonary function testing; metabolic testing; blood lipid analysis; cardiovascular evaluation. Materials must be purchased in quantities and are difficult to purchase retail.

### **Type C Course Fee**

Students pay a variable fee based upon damage to and/or non-return of equipment used in the course, e.g., glassware and/or specialized instruments used in a laboratory. The fee will be assessed at the beginning of the semester (or as arranged for the specific needs of the departments), and those students who have returned the equipment undamaged will receive a credit in the amount of the assessed fee.

#### **Type C Justification**

For Type C fees, the justification must include how and when the fee will be assessed. For example, if the fee is for damage and/or non-return of equipment and is assessed by means of an advance deposit, the justification must state this method of collection. Any monies not used for these purposes will be refunded by a credit to the student's account through Student Accounts Receivable.

#### **Example**

Each student is issued laboratory glassware valued at \$100-\$200. Each student buys a \$10 breakage card at the beginning of the semester. When broken items are replaced, the value of the item is punched from the card. At the end of the semester or year, the student may redeem the card for value remaining on the card, and the remaining value will be credited to the student's University account.

### **Type D Course Fee**

This type of fee is paid by each student as a fixed fee to provide funds for replacement or upgrade of equipment, purchased originally through department funds, that has more than a one-year useful life. The amount of the fee must be based on a multiyear amortization schedule that identifies the year in which the replacements/upgrades are expected to occur.

Type D course fees are the only course fees designed to roll over a number of years. Funds accumulated through Type D fees are audited annually to assure that they are being accumulated and expended according to the amortization schedule provided in the fee proposal.

#### **Type D Justification**

Students pay a fixed fee based on amortized depreciation of specialized equipment used in the course, e.g. technical instruments used in a laboratory. Each fee collected will be based on the percentage to which the equipment's use is dedicated to instruction in the course(s) to which the fee is attached and to the anticipated lifetime of the specialized equipment. An amortized cost per student based on these two factors will be assessed and retained against future upgrade or replacement. The fee will be assessed as a fixed fee and retained in an account held by the department for the defined lifespan of the specialized equipment, and then expended for the upgrade or replacement of that equipment. Fees collected may be used for no other

purpose than replacement or upgrade of the specialized equipment approved in the original request, except in the case of the discontinuance of a specific course. If the course (for which a Type D fee is approved) is discontinued (or substantively changed relative to the use of the specialized equipment) prior to the upgrade or replacement of the equipment, a request may be made by the department to the Office of the Provost to use those collected funds for other defined educational or technology equipment intended predominantly for student instruction and training within the department collecting the Type D fee.

**Example**

This fee is requested to cover the costs of upgrading a light microscope essential to this course, but used only 60% for instruction. The light microscope is replaced with the newest version every three years. With 50 students a year taking this course and the microscope costing at least \$3000, this fee is requested to be set at \$12 per student.

• Light Microscope	\$3000
• % Instructional Use	<u>x .60</u>
• Amount to Accumulate over 3 years	\$1800
• Divided by # of Years	<u>/ 3</u>
• Amount Per Year	\$ 600
• Divided by # of Students Per Year	<u>/ 50</u>
• Cost Per Student	\$ 12

**Other Definitions**

- a. **Fixed** fees are set amounts that are the same for each student enrolled in the course. Indicate the amount to be assessed per student (or per credit) per term. Fixed fees are assessed through the registration system.
- b. **Variable** fees are those assessed each student enrolled in the course based on expenses that fluctuate, e.g., expendable materials, damage to and/or non-return of equipment. These fees may vary by student and/or by term.

In some cases, e.g., travel expenses that may vary from one term to the next, a variable fee is requested. The actual amount, determined and assessed by the department in a given term, would be the same for each student enrolled in the course for a particular term.

For variable fees, indicate the anticipated **average** per student (or per credit) per term and the anticipated **maximum** per student (or per credit) per term. There may be a range of \$x/credit to a maximum of \$y, in which case both areas would need to be completed.

Variable fees are assessed by the department through Student Accounts Receivable. (Refer to pages 11-12 for Collection and Distribution Procedures)

**MINIMUM REVENUE LIMIT**

Each special course fee must exceed \$200 in annual revenue in years when the course is offered.

## APPLICATION AND APPROVAL PROCEDURES

The deadline for submitting requests to the SCF Committee is February 15 (or the nearest workday prior to this date) of each year. The requests received by this date, and subsequently approved, may have an effective semester no earlier than fall term of the same calendar year.

Each request for a new or increased fee must be approved by the SCF Committee and the Board of Governors (BOG). The Committee's review will occur during the spring semester and will be completed before registration for fall semester begins. All requests approved by the Committee and by the Board of Governors will be published in the *Rocky Mountain Collegian* after the final approval in June to provide notification to students. This published list must include the proposed new amount of each fee and state that these new or increased fees are proposed to be effective fall semester.

### Completion of Special Course Fee Request Form

The Special Course Fee Request form (see Attachment A) is completed by providing the following information:

1. Academic Department and Department Number
2. Responsible Person (i.e., Responsible Person/Fiscal Officer for COURSE sub-fund (25 account)), who receives reports, has signature authority on the account, and is responsible for reporting and monitoring; see page 3 in this manual)
3. Effective Semester (i.e., the first term in which the fee is to be assessed; see New Fee or Increasing/Decreasing an Existing Fees above)
4. Course Number, Title, Credit, and Enrollment
5. Type and Amount of Fee Requested - It is possible to request more than one type of fee per course at the same time. Complete all applicable information on only one Fee Request form (see Definition of Fee Types and Other Definitions, pages 3-5).
6. Estimated Total Annual Revenue (see Minimum Revenue Limit, page 5).
7. Account Title (assigned by Responsible Person/Fiscal Officer for COURSE sub-fund\_(25 account); maximum of 20 characters)  
This can be any combination of alpha and/or numeric characters which identifies the account for the department.
8. Request Justification

#### a. Justification for a New Fee

The justification for a **new** request must include a detailed breakdown, including amount and use, of the anticipated expenditures. If a new fee is being requested for an existing course, the justification must include a detailed explanation of the changed circumstances or changed course learning objectives that require the imposition of a fee.

NOTE: For the annual review, the classification of expense should be broken down by total cost in the course, as shown in the first example, rather than by cost/student.

## **b. Justification for Increasing/Decreasing an Existing Fee**

The justification for a change in the amount of a fee must include a detailed breakdown, including amount and use, of the anticipated expenditures; and why the fee is being changed.

## **c. Justification for Changing the Approved Expenditures for an Existing Fee (Reallocation)**

Fee revenue may not be used for expenses not yet approved by the SCF Committee. Ad-hoc, one-time requests are discouraged, but will be considered if there are extenuating or special circumstances. If the department wishes to use the fee revenue regularly for a different expense than the one approved on the Special Course Fee Request, a new form (Change to Existing Fee) should be submitted by February 15 (or the nearest workday prior to this date) of each year to change the expense justification for that special course fee, even if the amount will remain the same.

## **d. Justification for Canceling a Fee**

If a department finds that it is no longer necessary for a fee to be assessed for a course, e.g., field trips are no longer taken, a memo must be sent to the Provost's Office requesting that the fee be deleted and the effective term of deletion.

The fund balance of the associated account must be brought to zero and the account closed via written notification to Campus Services in Business and Financial Services from the Responsible Person/Fiscal Officer for the COURSE sub-fund (25 account). If the fund balance is a surplus balance, it must be brought to zero within the directions outlined in the Guidelines for Plans to Utilize a Surplus Fund Balance section of this manual. If the fund balance is a deficit, the deficit must be covered by a departmental account in the same fiscal year as the fee was dropped.

## **e. Justification for Common Account Number for Two or More Courses**

In some cases, fees may be assigned to an account that encompasses related courses (see page 3). A common account number may be requested by sending a memo to the Vice Provost for Undergraduate Affairs which includes a justification for the request. (e.g., courses X and Y using a collective supply of materials, and it is not feasible to separate supplies per student into individual accounts.)

9. Preliminary Signatures: Department Head/Chairperson and Dean of the College  
These individuals are to assure the accuracy of the Special Course Fee Request form and Special Course Fee Annual Review form.

## **Review of Submitted Requests**

1. When the form has been completed and the preliminary signatures obtained, the form is forwarded by the dean's office to the Provost's Office for verification of course data. It will then be submitted to the SCF Committee.
2. The SCF Committee will review the request for compliance with the established definitions. If the request meets the established criteria, the course will be included in the special course fee list which will be routed through the appropriate Colorado State University administrative channels and submitted to the Board of Governors in June of each year for approval. This report will include current fee and the proposed fee, from which the change amount may be determined.

Following Board of Governors approval, the request will be returned to the Provost's Office for signature of the Vice Provost for Undergraduate Affairs and assignment of the account number. The original form will be kept at the Provost's Office. Copies of the request will be made and forwarded to the following offices:

Initiating Responsible Person/Fiscal Officer for COURSE sub-fund (25 account) in the department  
College dean's office business officer  
Business and Financial Services-Accounts Receivable  
Business and Financial Services - Campus Services

Fees that are assessed through the registration system will be coded by the Provost's Office as soon as the approval notification is received.

3. Requests that do not meet the criteria will be returned to the initiating department and college dean with a memo or e-mail explaining these concerns. The department may then revise the request and resubmit it through the same channels.
4. Once a year, no later than January 15, a list of the currently approved fees will be distributed by the Provost's Office to the following offices as an informational item:
  - Registrar or designee
  - Controller
  - Director, Office of Budgets
  - Director of Student Financial Services
  - Director of the Division of Continuing Education
  - Business and Financial Services-Accounts Receivable
  - Business and Financial Services- Campus Services
  - SCF Committee
  - Vice Provost for Undergraduate Affairs

## COLLECTION AND DISTRIBUTION PROCEDURES

All special course fees will be assessed and collected through normal student accounts receivable procedures. **No fees should be paid directly to academic departments or individuals unless specifically authorized.**

Although special course fees are reviewed by the SCF Committee on an annual basis, it is each department's responsibility to manage the fee on a semester basis. All special course fee accounts must be expended during the semester in which they were collected and account balances must be brought to zero at the end of the semester.

**If refunds are required, they should be completed within the same semester as the associated fee was charged. This will facilitate locating and crediting the necessary students in an efficient manner.**

### Fixed Fee Assessment

Fixed fees will be assessed through the registration system.

### Variable Fee Assessment

Variable fees will be assessed by appropriate academic departments (normally at the beginning of the term) and processed through Student Accounts Receivable (refer to page 11 for Refunds).



## Fee Collection and Distribution

Fees will appear on Student Accounts Receivable statements and be collected through the University Cashier's Office. The revenue from these fees will be credited directly to the appropriate COURSE sub-fund (25 account) which has been established for the specific course fee.

One report is provided to departments, which reflects the distribution of course fees and provides a backup for the reconciliation of fees for the special course fee annual review. The Systems Support Office provides the "Detail Code Select Report," which is distributed during the week following census date and the week after grades are submitted. This report lists student names and IDs for each course by term, including the fee amount.

## Refunds

### 1. System Refunds for Fixed Fee Courses

- a. Students dropping a course during the schedule change period (commonly called the free add/drop period), will receive a full refund of the fee to their student account unless the fee provides a service, piece of equipment, or supplies for individual students and has already been expended for the purpose established in the special course fee request. Departments which wish to request fees that fit this description must complete the fields on the request form and provide justification for the request before its approval.
- b. Students withdrawing during the "W" withdrawal period will receive no refund and are assessed the entire fee through their student account. There may be unusual situations that could justify a refund and the student appeals process must be utilized (see page 16).
- c. Students withdrawing from the University for the semester will have the fee prorated based on the date of withdrawal. Note: a current list of students enrolled in a course may be obtained from the Registrar's Office.

### 2. Department Refunds

Students may request a refund of a special course fee through the academic department offering the course. Any refund will be based on the actual usage of the fee and will be determined by the Responsible Person/Fiscal Officer for COURSE sub-fund (25 account). Planned activities that have not occurred, e.g., field trips not taken, should result in a credit to students' accounts. The academic department will initiate the refund, which will be processed through Student Accounts Receivable and credited to the student's accounts. This should be done as soon as possible upon determination the activity or expenditure will not occur.

There is a minimum refund of \$5 per student for each special course fee assessment. If the resulting minimum refund cannot be made, see page on Guidelines for Plans to Utilize a Surplus Fund Balance.

- b. Departments may, at their discretion, prorate fees and credit students' accounts if, for example, supplies paid for by the students have been only partially used. Please see above on minimum refund requirements.
- c. **Whenever possible, credits to students' accounts in any of the above circumstances must be completed in the same semester as the associated fee was charged.**

## **REVIEW PROCEDURES**

### **Monthly Review Procedures**

On-going (monthly) reviews of the Special Course Fee accounts are the responsibility of the Responsible Person/Fiscal Officer for the COURSE sub-funds (25 accounts) and the associated department. This on-going review should include, at a minimum, the following:

1. Verify all expenses are compliant with the intent of the special course fee as outlined on the request form.
2. Verify all expenses are compliant with the guidelines of the Special Course Fee Manual.
3. Verify all expenses are compliant with University policy as outlined in the Financial Policy Instructions (FPI).
4. At semester's end, verify the fund balance is zero or is the appropriate balance for planned expenditures.
5. Ensure that all necessary refunds are completed within the same semester.
6. Ensure that any necessary journal entries to correct errors noted in the on-going review are completed on a timely basis.
7. Note that a University Withdrawal will result in a pro-rated refund of a Special Course Fee. See "Refunds".

### **Annual Review Procedures**

Following the Business & Financial review of the COURSE subfund (25 account) in May, the Special Course Fee Committee will hold departments accountable for COURSE sub-funds (25 account).

1. On an annual basis COURSE sub-funds (25 account) will be subject to a review for compliance and accuracy through procedures facilitated by the Special Course Fee Committee, led by the Provost's Office and Business and Financial Services. No less than once every five years a COURSE sub-fund (25 account) will be subject to the Annual Review process. Particular attention will be paid to accounts with the following conditions: deficit remaining on June 30, zero annual revenue, and less than \$200 annual revenue. In addition, Business and Financial Services may chose a special course fee account based on prior history of the account, prior year's plans on spending a surplus fund balance or for any reasonable cause.
2. As part of the annual Letter of Attestation, the Dean's Office will review its COURSE sub-funds (25 accounts) for Special Course Fees.
3. The Special Course Fee Annual Review form (see Attachment B), will be reviewed by the Responsible Person/Fiscal Officer for that COURSE sub-fund (25 account) and must be submitted with a plan to the Office of the Provost by August 15. Refer to the Guidelines for Plans to Utilize a Surplus Fund Balance and Guidelines for Plans to Cover a Deficit Fund Balance in this manual for the contents of these justification/plans.
4. In the event that the nature of the expenditures does not allow a fund balance approximating zero at fiscal year end, a relevant range may be determined as an exception. These exceptions should be requested and

substantiated on the Special Course Fee Annual Review form. Approval of the fee will also constitute approval of a fund balance within the specified range. If these accounts' fund balances exceed this approved relevant range, the above review process would apply and the plan/justification, along with the Special Course Fee Annual Review form, must be submitted.

### **Guidelines for Plans to Utilize a Surplus**

A plan for managing a surplus fund balance in the Quali Financial System for COURSE sub-fund (25 account) will be required by Business and Financial Services along with the Special Course Fee Annual Review form to the SCF Committee. This plan should include the following:

1. Why the balance exists.
2. Plans for utilizing the surplus fund balance Be specific in the description of planned expenditures. The expenditures should be limited to items that would improve courses within the same subject area and that would comply with the definitions on pages 3-5 of this manual. These balances may not be used to cover a deficit balance of another COURSE sub-fund (25 account).
3. If a reduction in the fee amount is or is not appropriate and the supporting reasoning for this position.
4. If a refund is or is not appropriate and the supporting reasoning. Remember that refunds must be completed within the same semester as the fee was collected in order to efficiently process these refunds. Refunds should always be considered as the first alternative use of a surplus balance.

### **Guidelines for Plans to Cover a Deficit Fund Balance**

If the fund balance in a COURSE sub-fund (25 account) is deficit, over expended amounts must be transferred from the special course fee account to a departmental account.

#### **Example**

Total Collected	\$10,000
Total Expenses	\$11,400
Deficit Balance	<\$ 1,400> (to be charged to a departmental account)

A general error correction document must be completed within the first semester following the special course fee review. In this instance, a justification must also be submitted along with the Special Course Fee Annual Review form to the SCF Committee. The justification plan should include the following:

1. Why the balance exists.
2. A copy of the Quali Financial Systems document or document number for KFS that corrects the deficit
3. If an increase in the fee amount is or is not appropriate and the supporting reasoning for the amount requested. If an increase in the fee amount is appropriate, submit a Special Course Fee Request form by the following February 15th with the effective semester for the new amount.

## STUDENT APPEALS PROCESS

Any student fee assessed in excess of course cost will be refunded to the student. Students may appeal the course assessment through the following process:

1. Written request of the concern to the Department Head/Chair.
2. The Department Head/Chair will respond within five working days.
3. If the student is not satisfied, copies of the original statement and response will be reviewed and acted upon by the Dean within five working days after receipt of the request.
4. If the student is not satisfied with the Dean's decision, the SCF Committee will review the appeal and make a recommendation to the Vice Provost for Undergraduate Affairs.
5. The Vice Provost for Undergraduate Affairs will review the appeal within five working days after receipt of the SCF Committee's recommendation. The Vice Provost will render a decision. If the student is not satisfied with the Vice Provost's decision, the student may appeal to the Provost. The decision of the Provost will be considered final.
6. The process for appeals may begin with the Vice Provost for Undergraduate Affairs who may respond if the SCF Committee is unable to meet.
7. Refer to University Withdrawal policy on refund of fees.

See also [www.provost.colostate.edu](http://www.provost.colostate.edu) and click on Resources and Information – Faculty and Administrative Professionals to see additional information on Special Course Fees.

## **DATES TO REMEMBER**

January 15	Provost's Office distributes list of all current special course fees and notification that new and increased fee requests should be in process.
February 15	Completed requests for new special course fees or increases to current fees are due to the Provost's Office.
June	Board of Governors reviews new fee requests and increases to current fees.
June 30	Fiscal year end for special course fee accounts.
August 15	Review forms due for all special course fee accounts if the annual revenue for the account does not exceed the \$200 minimum or Business and Financial Services requests one for the account.
End of each semester	Fees must be refunded to students if applicable

## SPECIAL COURSE FEE - NEW, CHANGE or CANCEL REQUEST

*All requests must be submitted to the Office of the Provost by February 15*

Special Course Fee Manual is available at [http://www.provost.colostate.edu/files/course\\_fee/SCFMANUALJune2006.pdf](http://www.provost.colostate.edu/files/course_fee/SCFMANUALJune2006.pdf)

**Select one:**

**New Fee** \_\_\_\_\_

*(complete entire form)*

**Change in Existing Fee** \_\_\_\_\_

*(complete entire form)*

**Cancel Fee** \_\_\_\_\_

*(complete all yellow shaded areas)*

<b>Academic Department</b> _____	<b>Dept. Number</b> _____
<b>Responsible Person</b> _____	<b>Effective Semester</b> _____
<b>Dept. Accounting Contact</b> _____	<b>Phone</b> _____
<b>Course Number</b> _____	<b>Course Title</b> _____
	<b>Credits</b> _____
<b>Account Long Title</b> _____	<b>Est. Annual Enrollment</b> _____
<b>Account Short Title</b> _____	<b>Account number</b> _____
<small>(Max 20 characters)</small>	<small>(if existing)</small>

**CURRENT fee per student**    \$ \_\_\_\_\_

**REQUESTED per student**    \$ \_\_\_\_\_

**Estimated Total Annual Revenue (must exceed \$200)**    \$ \_\_\_\_\_

**Type and Amount of Fee Requested:** [http://www.provost.colostate.edu/files/course\\_fee/SCFFeeTypes-2006.pdf](http://www.provost.colostate.edu/files/course_fee/SCFFeeTypes-2006.pdf)

- Type A    \$ \_\_\_\_\_ per student **OR**    \$ \_\_\_\_\_ per credit
- Type B    \$ \_\_\_\_\_ anticipated average per student **OR**    \$ \_\_\_\_\_ per credit
- \$ \_\_\_\_\_ anticipated maximum per student **OR**    \$ \_\_\_\_\_ per credit
- Type C    \$ \_\_\_\_\_ anticipated maximum per student **OR**    \$ \_\_\_\_\_ per credit
- Type D    \$ \_\_\_\_\_ per student **OR**    \$ \_\_\_\_\_ per credit

**Select one:**

Fixed Fee \_\_\_\_\_ Variable Fee \_\_\_\_\_

**Classification of Expense using Object Codes:**

	<u>Current Fee</u> <small>(if existing)</small>	<u>New Fee</u>
Travel (6000-6199)	\$ _____ -	\$ _____ -
Supplies (6200-6299)	\$ _____ -	\$ _____ -
Services (6601-6699)	\$ _____ -	\$ _____ -
Equipment (8100-8899)	\$ _____ -	\$ _____ -
Other	\$ _____ -	\$ _____ -
<b>Total</b>	<b>\$ _____ -</b>	<b>\$ _____ -</b>

*Enter request justification and detail expenses on page 2 of the request form.*

*The totals from the detailed expenses will automatically pull to this page.*

**Reason for cancellation**

(See Special Course Fee Manual -- Dropping Fees and Guidelines to Bring Fund Balance to Zero)

Dept. Head/Chairperson	College Dean
Date	Date
Course Verification - Curriculum Admin	Vice Provost for Undergraduate Affairs
Date	Date

Course Number \_\_\_\_\_ Account Title \_\_\_\_\_ Account number \_\_\_\_\_

**Detailed Special Course Fee Request Justification:**

Include an explanation for why the fee is being requested:

List expenses in as much detail as possible:  
 (attach a separate sheet if necessary)

**\*\* If this is a request for a change in an existing fee, please enter the costs from the existing fee under "Old Cost" and explain the change in costs. If this is a new fee, only complete the "New Cost" column.**

Travel Expenses	<u>Old Cost</u> **	<u>New Cost</u>
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
<b>Total Travel</b>	\$ <u>          -          </u>	\$ <u>          -          </u>

Supplies (include equipment less than \$5,000)	<u>Old Cost</u> **	<u>New Cost</u>
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
<b>Total Supplies</b>	\$ <u>          -          </u>	\$ <u>          -          </u>

Services	<u>Old Cost</u> **	<u>New Cost</u>
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
<b>Total Services</b>	\$ <u>          -          </u>	\$ <u>          -          </u>

Equipment (8000-8999 subcodes only >\$5,000)	<u>Old Cost</u> **	<u>New Cost</u>
_____	\$ _____	\$ _____

Other (Please explain)	<u>Old Cost</u> **	<u>New Cost</u>
_____	\$ _____	\$ _____

**Total expenses to be covered by course fee:** \$           -           \$           -          

Estimated Annual Enrollment (from prior page): \_\_\_\_\_ \$           -          

Estimated Fee Per Student (to cover all costs): \_\_\_\_\_ \$           -

SPECIAL COURSE FEE ANNUAL REVIEW				
Please provide information in yellow cells.				
Fiscal Year Ending				
Academic Department				
Course Number				
Account Number				
Account Title				
Fee Amount				
Term(s) Course was Offered		(Please indicate FA, SP, SU, None)		
When will the course be offered next?				
Classification of Expense by Object Codes (from original request)		% of Total Fee	Actual Expenditures	% of Total Fee Amount
Travel (6000-6199)		-	Travel	-
Supplies (6200-6299)		-	Supplies	-
Services (6600-6699)		-	Services	-
Equipment (8000-8999)		-	Equipment	-
Other		-	Other	-
Other		-	Refunds	-
<b>TOTAL</b>	<b>\$0.00</b>	<b>-</b>	<b>TOTAL</b>	<b>\$0.00</b>
Beginning Fund Balance on July 1		(Enter a negative number for a deficit.)		
Fees Collected				
Fees Refunded				
Net Collected	<b>\$0.00</b>			
<b>Total Expenditures</b>				
Ending Fund Balance on June 30	<b>\$0.00</b>	(A deficit appears with a negative.)		
Refunds				
Date Refunded				
Refund per student				
Number of students				
Fees collected				
Fund balance				
Fund balance as percentage of fees collected				
<input type="checkbox"/> The deficit will be covered by a CJE. <input type="checkbox"/> Refund will be made. <input type="checkbox"/> Attached is a plan to spend the positive balance for the benefit of future students in this course. <input type="checkbox"/> Department wishes to cancel fee. Reason _____				

Please print this page and sign below.

REVIEWED BY:	
Responsible Person	Date
Department Head/Chairperson	Date
College Dean	Date
Vice Provost for Undergraduate Affairs	Date

updated January 2010





2011-2012 Academic Year Mandatory Student Fee Rate Schedule			
MANDATORY STUDENT FEES	FY2010-11	Changes in fees approved by Student Fee Governing Board and Associated Students' Government Senate	FY2011-12
	Fee Amount per Credit Hour		Fee Amount per Credit Hour
<b>Student Facility Fee</b> funds renovation and construction of auxiliary, student life, and, possibly, instruction facilities on campus, including debt service for construction bonds used to build the Student Recreation Center.	\$ 14.80	\$ 4.00	\$ 18.80
<b>Student Athletics Fee</b> contributes to Athletics Program scholarships and operating costs.	\$ 9.95	\$ -	\$ 9.95
<b>Student Affairs Fee</b> combines the Student Activity Fee and the Special Events Fee and increases funding for student life initiatives.	\$ 8.00	\$ 0.75	\$ 8.75
<b>Student Recreation Center Operations Fee</b> funds operating costs of the Student Recreation Center and student recreational extra-curricular activities including intramural and club sports and the Outdoor Pursuits Program.	\$ 8.19	\$ (2.19)	\$ 6.00
<b>Technology Fee</b> supports campus-wide network, public computing lab support, and grant-proposal-based special projects that improve local instructional technology and student access to technology resources.	\$ 5.75	\$ -	\$ 5.75
<b>Student Health Fee</b> contributes to Student Health Center and Counseling Center operating costs.	\$ 3.50	\$ 1.35	\$ 4.85
<b>Student Center Fee</b> contributes to the student services component of Occhiato University Center operating costs.	\$ 1.06	\$ 0.44	\$ 1.50
<b>Child Care Center - Discount Program</b> funds discounting of child care services cost for students.	\$ 0.30	\$ -	\$ 0.30
<b>TOTAL FEE AMOUNT PER CREDIT HOUR</b>	<b>\$ 51.55</b>	<b>\$ 4.35</b>	<b>\$ 55.90</b>



COLORADO STATE UNIVERSITY - PUEBLO  
2011-2012 ACADEMIC YEAR  
COURSE, PROGRAM and DEPARTMENT FEES SCHEDULE

Course Fees are those mandatory non-campus-wide fees that a students must pay to enroll in specific courses (e.g. lab fees, music fees, art fees and materials fees). Course fees are charged for costs incurred to support a specific course [in all its sections] and must be used for costs directly related to the course for which they are charged.

Program Fees are those mandatory non-campus-wide fees that are not specific to a course but rather are related to the instructional program or college. Program Fees are intended to cover costs in multiple courses within a program over multiple years.

Department Fees are those mandatory fees assessed by an institution to all students who enroll in a particular department (e.g., the engineering department) within the institution. The revenue generated by this charge should be used to pay for costs related to the specific department.

		Proposed Fees for FY12			S = per student	Net Cost Change FY11 to FY12
Unit	Description	Course Fee	Program Fee	Department Fee	CH = per credit hour	
Art	Studio Fee (applies to courses 115, 116, 141, 233, 234, 247, 276, 281, 333, 334, 347, 381, 397, 433, 434, 447, 481, 482, 497)	\$ 25.00	\$ -	\$ -	S	\$ -
	Studio Fee (117)	\$ -	-	-	S	\$ (25.00)
	Studio Fee (Applies to Course 547)	\$ 25.00	-	-	S	\$ 25.00
	Studio Fee (Applies to Courses 376)	\$ -	-	-	S	\$ (25.00)
	Studio Fee (242, 342, 442)	\$ 50.00	\$ -	\$ -	S	\$ -
	Printmaking Fee (270, 370, 470)	\$ 45.00	\$ -	\$ -	S	\$ -
	Digital Art (274)	\$ 25.00	\$ -	\$ -	S	\$ -
	Digital Art (374)	\$ -	\$ -	\$ -	S	\$ (25.00)
	Digital Art III (474)	\$ -	\$ -	\$ -	S	\$ (25.00)
	Photography III (476)	\$ -	\$ -	\$ -	S	\$ (25.00)
	Sculpture /Public Art (533)	\$ 25.00	\$ -	\$ -	S	\$ 25.00
	Graduate Printmaking (570)	\$ 45.00	\$ -	\$ -	S	\$ 45.00
	Graduate Drawing (542)	\$ 50.00	\$ -	\$ -	S	\$ 50.00
	* Art Studio and History Courses (all courses except 100)	\$ -	\$ 2.00	\$ -	CH	\$ -

<b>Geology Biology</b>	* Introductory Laboratory Fee (BIO100L)	\$ -	\$ -	\$ -	S	\$ (15.00)
	Biology Lab Fee (All BIO Lab Courses)	\$ -	\$ 35.00	\$ -	CH	\$ 35.00
	Biology/Geology General Education (GEO101L)	\$ -	\$ 15.00	\$ -	CH	\$ -
	Biology/Geology General Education (GEOL 114L)	\$ -	\$ 15.00	\$ -	CH	\$ -
	Introduction to Cell Biology (212L)	\$ -	\$ -	\$ -	S	\$ (36.00)
	Plant Morphology Fee (426L, 526L)	\$ -	\$ -	\$ -	S	\$ (27.00)
	College Biology I (181L)	\$ -	\$ -	\$ -	S	\$ -
	College Biology II (182L)	\$ -	\$ -	\$ -	S	\$ -
	Botany (201L)	\$ -	\$ -	\$ -	S	\$ -
	Zoology (202L)	\$ -	\$ -	\$ -	S	\$ -
	Lower Division Biology Core (BIOL 181L, 182L, 201L, 202L)	\$ -	\$ -	\$ -	S	\$ (39.00)
	Intro Microbiology Fee (206L)	\$ -	\$ -	\$ -	S	\$ -
	Microbiology Fee (301L, 302L)	\$ -	\$ -	\$ -	S	\$ -
	Applied Geospatial Technology (461, 561)	\$ -	\$ -	\$ -	S	\$ -
	Microbiology/GIS Program Fee (BIOL 206L, 301L, 302L, 461 & 561)	\$ -	\$ -	\$ -	S	\$ (56.00)
	Plant Physiology Laboratory (413L, 513L)	\$ -	\$ -	\$ -	S	\$ -
	Freshwater Zoology Fee (441L, 541L)	\$ -	\$ -	\$ -	S	\$ -
	Limnology Fee (443L, 543L)	\$ -	\$ -	\$ -	S	\$ -
	Ecology (453L, 553L)	\$ -	\$ -	\$ -	S	\$ -
	Ichthyology Fee (479L, 579L)	\$ -	\$ -	\$ -	S	\$ -
	Entomology Fee (481L, 581L)	\$ -	\$ -	\$ -	S	\$ -
	Mamology Fee (483L, 583L)	\$ -	\$ -	\$ -	S	\$ -
	Ornithology Fee (484L, 584L)	\$ -	\$ -	\$ -	S	\$ -
	Plant Taxonomy Fee (485L, 585L)	\$ -	\$ -	\$ -	S	\$ -
	Field Biology Program Fee (above courses)	\$ -	\$ -	\$ -	CH	\$ (30.00)
	Anatomy & Physiology Fee (223L, 224L)	\$ -	\$ -	\$ -	S	\$ -
	Vertebrate Anatomy Fee (321L)	\$ -	\$ -	\$ -	S	\$ -
	Vertebrate Physiology Fee (414L)	\$ -	\$ -	\$ -	S	\$ -
	Anatomy & Physiology Program Fee (above courses)	\$ -	\$ -	\$ -	S	\$ (43.00)
	Genetics Fee (351L)	\$ -	\$ -	\$ -	S	\$ -
	Cellular Biology Fee (412L, 512L)	\$ -	\$ -	\$ -	S	\$ -
	Histology Fee (421L, 521L)	\$ -	\$ -	\$ -	S	\$ -
	Developmental Biology Fee (432L, 532L)	\$ -	\$ -	\$ -	S	\$ -
	Molecular Genetics Fee UG (440L, 540L)	\$ -	\$ -	\$ -	S	\$ -
	Advanced Microscopy Fee (452L, 552L)	\$ -	\$ -	\$ -	S	\$ -
Cell Molecular Biology Program Fee (above courses)	\$ -	\$ -	\$ -	S	\$ (80.00)	

<b>Chemistry (a)</b>	Laboratory Fee (applies to courses 101L, 111L, 121L, 122L, 160L, 211L, 221L, 260L, 301L, 302L, 317L, 323, 401L, 412L, 419L, 460L, 501L, 519L, 560L,	\$ -	\$ -	\$ -	CH	\$ (22.00)
	Laboratory Fee (applies to courses 101L, 111L, 121L, 122L, 160L, 211L, 221L, 260L, 301L, 302L, 317L, 323, 401L, 412L, 419L, 460L, 512L, 519L, 560L	\$ -	\$ 22.00	\$ -	CH	\$ 22.00

<b>Computer Info. Systems</b>	CIS Course Fee (100, 103, 104, 105, 150, 171, 185, 215, 240, 271, 289, 300, 311, 350, 356, 359, 360, 400, 401, 402, 411, 432, 450, 461, 462, 481, 482, 490, 491, 493, 496)	\$ -	\$ 5.00	\$ -	CH	\$ -
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<b>English (d)</b>	Developmental Writing Skills (099)	\$ 15.00			S	\$ (15.00)
	College of English Language & Foreign Language, CHASS			\$ 2.50	CH	\$ 2.50
	English Composition (101 thru 102)	\$ -	\$ -		S	\$ -

<b>Exercise/ Health</b>	Program Fee (per credit hour)	\$ -	\$ 5.00	\$ -	CH	\$ -
	Snow Sports (EXHP 105L) (Spring)	\$ 98.00	\$ -	\$ -	S	\$ 18.00
	Scuba Diving (EXHP 107L)	\$ -	\$ -	\$ -	S	\$ (55.00)
	Rock Climbing (EXHP 112L)	\$ 85.00	\$ -	\$ -	S	\$ 85.00
	White Water Boating (113L)	\$ 75.00	\$ -	\$ -	S	\$ -
	Basic Mountaineering Techniques (114L)	\$ 55.00	\$ -	\$ -	S	\$ -
	Skiing (EXHP 115L) (Spring)	\$ 95.00	\$ -	\$ -	S	\$ 15.00
	Camping (116L)	\$ 50.00	\$ -	\$ -	S	\$ -
	Backpacking (117L)	\$ 50.00	\$ -	\$ -	S	\$ -
	First Aid (232 - 3 credits)	\$ 25.00	\$ -	\$ -	S	\$ -
	Water Safety Instructor Certification (276L)	\$ 8.00	\$ -	\$ -	S	\$ -
	Exercise Physiology Lab (344L)	\$ 20.00	\$ -	\$ -	S	\$ -
	Methods of Secondary Physical Education (478)	\$ 25.00	\$ -	\$ -	S	\$ -
	Methods of Secondary Physical Education (578)	\$ 25.00	\$ -	\$ -	S	\$ -
	First Aid (232 - 2 credits)	\$ -	\$ -	\$ -	S	\$ -
	Care & Prevention of Athletic Injuries (260)	\$ -	\$ -	\$ -	S	\$ -
Athletic Training Field Experience (419)	\$ -	\$ -	\$ -	S	\$ -	

<b>Athletic Training</b>	Program Fee (101, 231, 232, 260, 279, 330, 331, 332, 339, 379, 389, 419, 430, 431, 443, 479, 489)	\$ -	\$ 8.00	\$ -	CH	\$ -
	CPR/AED for the Professional Rescuer (231)	\$ 23.00	\$ -	\$ -	S	\$ -
	First Aid (232 - 2 credits)	\$ 10.00	\$ -	\$ -	S	\$ -
	Care & Prevention of Athletic Injuries (260)	\$ 35.00	\$ -	\$ -	S	\$ -
	Athletic Training Field Experience (419)	\$ 50.00	\$ -	\$ -	S	\$ -

<b>Mass Comm</b>	* Desktop Publishing (211)	\$ -	\$ -	\$ -	S	\$ (25.00)
	* Multimedia Applications (238)	\$ -	\$ -	\$ -	S	\$ (25.00)
	* Digital Audio & Video Production (245)	\$ -	\$ -	\$ -	S	\$ (50.00)
	* Publications Graphics & Design (312)	\$ -	\$ -	\$ -	S	\$ (20.00)
	* Digital Media Post Production (282)	\$ -	\$ -	\$ -	S	\$ (20.00)
	Mass Comm. Dept and Center for New Media/College of Humanities and Social Sciences	\$ -	\$ -	\$ 5.00	CH	\$ 5.00

Music	Applied Music Lessons, Junior & Senior Recital (10 through 489)	\$ -	\$ -	\$ -	CH	\$ (90.00)
	Music Applied Brass Course (170, 172, 173, 174, 270, 272, 273, 274, 370, 372, 373, 374, 390, 392, 393)	\$ -	\$ 125.00	\$ -	CH	\$ 35.00
	Music Applied Guitar Courses (130, 178, 179, 278, 279, 378, 379, 398, 399, 468, 469, 488, 489)	\$ -	\$ 125.00	\$ -	CH	\$ 35.00
	Percussion Program (175, 275, 375, 395, 465, 485)	\$ -	\$ 125.00	\$ -	CH	\$ 35.00
	Music Applied Piano/Organ Courses (176, 177, 276, 277, 376, 377, 396, 397, 466, 467, 486, 487, 229)	\$ -	\$ 125.00	\$ -	CH	\$ 35.00
	Music Applied Strings Courses (160, 161, 162, 163, 260, 261, 262, 263, 360, 361, 362, 363, 380, 381, 382, 383, 445, 446, 447, 448, 470, 471, 4)	\$ -	\$ 125.00	\$ -	CH	\$ 35.00
	Music Applied Voice Courses (169, 269, 369, 389, 459, 479)	\$ -	\$ 125.00	\$ -	CH	\$ 35.00
	Music Applied Woodwind Courses (164, 165, 166, 167, 168, 171, 264, 265, 266, 267, 268, 271, 364, 365, 366, 367, 368, 371, 384, 385, 386, 387, 388, 391, 449, 455, 456, 457, 458, 461, 474, 475, 476, 47)	\$ -	\$ 125.00	\$ -	CH	\$ 35.00
	Aural Skills Program (151, 211, 251, 351)	\$ -	\$ -	\$ -	CH	\$ (30.00)
	Brass Ensemble Program (114, 214, 314, 414)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Brass Techniques Program (253, 523)	\$ -	\$ -	\$ -	S	\$ (50.00)
	Chamber Ensemble Program (121, 221, 321, 421)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Choir Program (102, 108, 109, 202, 208, 209, 302, 308, 309, 402, 408, 409)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Conducting Program (358, 359, 550, 560)	\$ -	\$ -	\$ -	CH	\$ (20.00)
	Guitar Ensemble Program (132, 136, 232, 236, 332, 336, 432, 436)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Jazz Ensemble Program (154, 254, 354, 454)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Jazz Techniques Program (152, 252,)	\$ -	\$ -	\$ -	S	\$ (10.00)
	Marching Band Program (230, 430)	\$ -	\$ -	\$ -	S	\$ (20.00)
	Marching and Pep Band (131, 230, 331, 430, 530, 531)		\$ 25.00	\$ -	S	\$ 25.00
	Mariachi Ensemble Program (115, 215, 315, 415)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Music Appreciation Program (118, 120)	\$ -	\$ -	\$ -	S	\$ (10.00)
	Elementary Methods (340)					
	Secondary Methods (440)					
	Special Methods in Music Ed (501)	\$ -	\$ -	\$ -	CH	\$ (25.00)
	Special Methods in Music Ed (540)					
	Special Methods in Music Ed (545)					
	Special Topics (291)					
	Special Topics (491)					
	Independent Study (495)	\$ -	\$ 25.00	\$ -	CH	\$ (15.00)
	Special Topics (591)					
	Seminar (593)					
	Music Technology Program (103, 203, 303, 306)	\$ -	\$ -	\$ -	CH	\$ (20.00)
	Music Theory Program (100, 105, 150, 210, 250, 305, 350, 355, 357, 420)	\$ -	\$ -	\$ -	CH	\$ (20.00)
	Music Core Curriculum Program (100, 105, 150, 210, 250, 305, 280, 350, 355, 357, 420, 118, 120, 285, 151, 211, 251, 281, 346, 347, 103, 203, 303, 323, 130, 203)	\$ -	\$ 5.00	\$ -	CH	\$ 5.00
	Music Education Program (253, 553, 358, 359, 550, 560, 152, 252, 340, 440, 501, 540, 545, 223, 559, 523, 127, 227, 243, 306, 113, 513, 233, 543)	\$ -	\$ 25.00	\$ -	CH	\$ 25.00
	Percussion Ensemble Program (124, 224, 324, 424)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Percussion Techniques Program (223, 523)	\$ -	\$ -	\$ -	S	\$ (50.00)
	Piano Ensemble Program (142, 242, 342, 442)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Piano Methods Program (346, 347)	\$ -	\$ -	\$ -	CH	\$ (20.00)
	Piano Techniques Program (127, 227)	\$ -	\$ -	\$ -	CH	\$ (20.00)
	String Orchestra Program (144, 244, 344, 444)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	String Techniques (243)	\$ -	\$ -	\$ -	S	\$ (50.00)
	Music Symposium Program (101, 201, 301, 401)	\$ -	\$ 25.00	\$ -	S	\$ 15.00
	Vocal Techniques Program (113, 323)	\$ -	\$ -	\$ -	S	\$ (50.00)
	Wind Ensemble Program (112, 212, 312, 412)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Woodwind Ensemble Program (134, 234, 334, 434)	\$ -	\$ 25.00	\$ -	S	\$ 5.00
	Woodwind Techniques Program (233, 543)	\$ -	\$ -	\$ -	S	\$ (50.00)
	Department Of Music/CHASS	\$ -	\$ -	\$ 3.50	CH	\$ 3.50

Math	Introductory Algebra (098)	\$ -	\$ -	\$ -	S	\$ -
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	Intermediate Algebra (099)	\$ -	\$ -	\$ -	\$	\$ -
	Math Explorations (109)	\$ -	\$ -	\$ -	\$	\$ -
	Pre-calculus (124)	\$ -	\$ -	\$ -	\$	\$ -
	Calculus and Analytic Geometry I (126)	\$ -	\$ -	\$ -	\$	\$ -
	Introduction to Statistics (156)	\$ -	\$ -	\$ -	\$	\$ -
	Applied Calculus: An Intuitive Approach (221)	\$ -	\$ -	\$ -	\$	\$ -
	* Mathematics Program Fee (above courses plus 207, 224, 360, 361, & 362)	\$ -	\$ 22.00	\$ -	\$	\$ -
	* College Algebra (121)	\$ -	\$ 27.00	\$ -	\$	\$ -

<b>Military Science</b>	Fundamental Concepts of Leadership (MS 101)	\$ 25.00	\$ -	\$ -	\$	\$ -
	Basic Leadership (MS 102)	\$ 25.00	\$ -	\$ -	\$	\$ -
	Advanced Leadership (MS 201)	\$ 25.00	\$ -	\$ -	\$	\$ -
	Tactics and Officership (MS 202)	\$ 25.00	\$ -	\$ -	\$	\$ -
	Fundamentals of Military Leadership and Training I (MS 301)	\$ 25.00	\$ -	\$ -	\$	\$ -
	Fundamentals of Military Leadership and Training I (MS 302)	\$ 25.00	\$ -	\$ -	\$	\$ -
	Leadership, Management and Ethics (MS 401)	\$ 35.00	\$ -	\$ -	\$	\$ -
	Transition to Lieutenant (MS 402)	\$ 35.00	\$ -	\$ -	\$	\$ -

<b>Nursing</b>	Fundamentals Laboratory (232L)	\$ 155.00	\$ -	\$ -	\$	\$ 27.50
	* Health Assessment Laboratory (302L)	\$ 25.00	\$ -	\$ -	\$	\$ -
	* Care of Families Laboratory (312L)	\$ 10.00	\$ -	\$ -	\$	\$ -
	Care of Adult I Laboratory (322L)	\$ 80.00	\$ -	\$ -	\$	\$ 40.00
	* Care of Children Laboratory (332L)	\$ 65.00	\$ -	\$ -	\$	\$ -
	* Psychiatric Nursing Laboratory (382L)	\$ 30.00	\$ -	\$ -	\$	\$ -
	* Care of Adult II Laboratory (420L)	\$ 35.00	\$ -	\$ -	\$	\$ -
	* Community and Family Nursing (442L)	\$ 45.00	\$ -	\$ -	\$	\$ -
	* Nursing Process Laboratory (452L)	\$ 60.00	\$ -	\$ -	\$	\$ -
	Small Office Procedures (NSG 510L)	\$ 100.00	\$ -	\$ -	\$	\$ 100.00
	Pulmonary Evaluation & Mgmt (NSG 513L)	\$ 100.00	\$ -	\$ -	\$	\$ 100.00
	Advanced Assessment (562)	\$ -	\$ -	\$ -	\$	\$ (100.00)
	Advanced Assessment (NSG 562L)	\$ 100.00	\$ -	\$ -	\$	\$ 100.00
	Synthesis: Psych Mental Health Nursing I (NSG 581L)	\$ 100.00	\$ -	\$ -	\$	\$ 100.00
	Synthesis: Psych Mental Health Nursing II (NSG 582L)	\$ 100.00	\$ -	\$ -	\$	\$ 100.00
	* Managing Acute/Chronic/Emergent Health Needs I (585)	\$ 100.00	\$ -	\$ -	\$	\$ -
	* Managing Acute/Chronic/Emergent Health Needs II (586)	\$ 100.00	\$ -	\$ -	\$	\$ -
	Family Synthesis I (NSG 588L)	\$ 100.00	\$ -	\$ -	\$	\$ 100.00
	Managing Pediatric Clients (588)	\$ -	\$ -	\$ -	\$	\$ (100.00)
	Family Synthesis II (NSG 589L)	\$ 100.00	\$ -	\$ -	\$	\$ 100.00
* ERI Program (per credit hour on all nursing courses)	\$ -	\$ 6.50	\$ -	CH	\$ -	

<b>Physics</b>	General Laboratory Fee (applies to courses 110L, 140L, 150, 201L, 202L, 221L, 222L, 323L, 322, 342, 432)	\$ -	\$ 24.00	\$ -	\$	\$ -
	Astronomy (110L)	\$ -	\$ -	\$ -	\$	\$ (24.00)
	Elementary Concepts in Physics and Chemistry (150)	\$ -	\$ -	\$ -	\$	\$ (23.00)

<b>CEEPS</b>	AIM Program Fee	\$ -	\$ 5.00	\$ -	CH	\$ -
	CET Program Fee	\$ -	\$ 5.00	\$ -	CH	\$ -
	EN/EE Program Fee	\$ -	\$ 5.00	\$ -	CH	\$ -

<b>Recreation</b>	Program Fee (per credit hour)	\$ -	\$ 5.00	\$ -	CH	\$ -
	Mountain Orientation (REC 102)	\$ 300.00	\$ -	\$ -	S	\$ 100.00
	Winter Orientation (REC 103)	\$ 300.00	\$ -	\$ -	S	\$ 25.00
	Desert Orientation (104)	\$ 350.00	\$ -	\$ -	S	\$ -
	Canyon Orientation (REC 105)	\$ 350.00	\$ -	\$ -	S	\$ 100.00
	Challenge Course Leadership (249)	\$ 15.00	\$ -	\$ -	S	\$ -
	Commercial Recreation & Tourism (250)	\$ 20.00	\$ -	\$ -	S	\$ -
	Outdoor Leadership I (270)	\$ 50.00	\$ -	\$ -	S	\$ -
	Wilderness First Aid (REC 322) (Fall only)	\$ 175.00	\$ -	\$ -	S	\$ 50.00
	Outdoor Education (360) (Spring only)	\$ 50.00	\$ -	\$ -	S	\$ -
	Outdoor Leadership II (370)	\$ 350.00	\$ -	\$ -	S	\$ -
	Outdoor Leadership Practicum (390) (Fall only)	\$ 150.00	\$ -	\$ -	CH	\$ -
	Senior Seminar in Recreation (493)	\$ 20.00	\$ -	\$ -	S	\$ -
	Wilderness Technical Skills (100L)	\$ 10.00	\$ -	\$ -	S	\$ -
	Outdoor Education (360)	\$ 85.00	\$ -	\$ -	S	\$ -
	Outdoor Recreation Management (484)	\$ 35.00	\$ -	\$ -	S	\$ -
	Outdoor Education (560)	\$ 85.00	\$ -	\$ -	S	\$ -
	Outdoor Leadership I (569)	\$ 50.00	\$ -	\$ -	S	\$ -
Outdoor Recreation Management (584)	\$ 35.00	\$ -	\$ -	S	\$ -	

<b>Teacher Education</b>	ED (Education courses)	\$ -	\$ 10.00	\$ -	CH	\$ -
	BBE (Bilingual & Bicultural courses)	\$ -	\$ 10.00	\$ -	CH	\$ -
	RDG (Reading courses)	\$ -	\$ 10.00	\$ -	CH	\$ -

<b>Social Work/ Humanities Social Sciences</b>	Social Work/ College of Humanities and Social Sciences	\$ -	\$ -	\$ -	S	\$ -
	Field Placement I (SW 488)	\$ 40.00	\$ -	\$ -	S	\$ 40.00
	Field Placement II (SW 489)	\$ 40.00	\$ -	\$ -	S	\$ 40.00
		\$ -	\$ -	\$ -	CH	\$ -
		\$ -	\$ -	\$ -	CH	\$ -

<b>Construction Management</b>	Construction Management	\$ -	\$ 5.00	\$ -	CH	\$ 5.00
		\$ -	\$ -	\$ -	CH	\$ -
		\$ -	\$ -	\$ -	CH	\$ -

Agenda Item 1e:  
FY 2012 Charges for  
Technology Report and  
Charges for Technology Manual  
– CSU Only



## **Colorado State University**

### **Charges for Technology Report for Fiscal Year 2011**

#### **MATTERS FOR ACTION:**

Charges for Technology Report for FY 11

#### **RECOMMENDED ACTIONS:**

Approval of proposed change to the Charges for Technology Manual.

#### **EXPLANATION:**

Presented by Rick Miranda, Provost and Executive Vice President

Charges for Technology provide students with access to state-of-the-art technology and, thus, opportunities that will help them succeed in their educational and career pursuits. The implementation of a college Charge for Technology requires extensive student input. Operationally, students must approve Charges for Technology expenditures through committees within each college comprised of majorities of students. Charges can be used for computer technology, laboratory equipment, maintenance, materials and supplies, and hourly student employees. Currently, about 90 student computer labs exist on campus, most of which are directly supported by Charges for Technology. Note that no increase in any Charge is proposed.

Included are: 1) a schedule of the per semester Charges for the current fiscal year, and those proposed for next fiscal year, 2) summary budget information, 3) explanations for significant carry-over from FY 10, and 4) requests for significant carry forward into FY 12.

Attached is the updated “Charges for Technology” Manual that contains the uniform policies by which the Charges for Technology program in each of the colleges is governed.

## Charges for Technology Report for Fiscal Year 2011

### 1. Schedule of Charges for Technology – Fiscal Years 11 and 12

The table below contains the schedule of the per-semester Charges for Technology in place during the current fiscal year, FY 11, and proposed charges for FY 12. Note that no increase is proposed for FY 12.

<b>Table 1 CSU Charges for Technology Rate Schedule – FY 11 and FY 12</b>		
<b>College/Program</b>	<b>FY 11 Charge per Semester<sup>1,2,3,4</sup></b>	<b>FY 12 Charge per Semester<sup>1,2,3,4</sup></b>
<b>Agricultural Sciences</b>	\$86.15	\$86.15
<b>Applied Human Sciences</b>	\$68.00	\$68.00
<b>Business</b>	\$94.50	\$94.50
<b>Engineering</b>	\$170.00	\$170.00
<b>Intra-University Option</b>	\$35.50	\$35.50
<b>Liberal Arts</b>	\$54.58	\$54.58
<b>Natural Sciences</b>	\$94.50	\$94.50
<b>Veterinary Medicine &amp; Biomedical Sciences</b>	\$90.00	\$90.00
<b>Warner College of Natural Resources</b>	\$94.50	\$94.50

<sup>1</sup> Resident and non-resident students pay the same Charge.

<sup>2</sup> Undergraduate students enrolled for nine or more credits and graduate students enrolled for six or more credits are considered full-time and required to pay the full amount according to their college affiliation. Part-time undergraduate and graduate students pay a pro-rated amount.

<sup>3</sup> Graduate students in the Colleges of Natural Sciences and Veterinary Medicine and Biomedical Sciences are not assessed a Charge.

<sup>4</sup> Only the Colleges of Applied Human Sciences and Business assess their Charges during the summer session.

## **2. Academic Year 2010-2011 Charges for Technology Budget Summary**

College Charges for Technology budgets for FY 11 are shown in the table below.

<b>Table 2 Charges for Technology Budget Summary</b>				
<b>College/Unit</b>	<b>FY 10 Carry Forward</b>	<b>FY11 Projected Revenue</b>	<b>FY 11 Projected Expenses</b>	<b>Projected Carry Forward</b>
<b>Academic Administration Intra-University Technology Fees</b>	\$30,458	\$176,317	\$201,484	\$5,291
<b>Agricultural Sciences Technology Fees</b>	(\$45,473)	\$241,755	\$193,185	\$3,097
<b>Applied Human Sciences Technology Fees</b>	(\$4,727)	\$681,948	\$677,167	\$54
<b>Business Technology Fees</b>	\$158,655	\$423,051	\$542,060	\$39,646
<b>Engineering Technology Fees</b>	(\$1,333)	\$712,473	\$611,140	\$100,000
<b>Liberal Arts Technology Fees</b>	\$14,458	\$604,785	\$601,075	\$18,168
<b>Natural Sciences Technology Fees</b>	\$130,931	\$556,145	\$640,535	\$46,541
<b>Veterinary Medicine Technology Fees</b>	\$11,376	\$113,990	\$124,899	\$467
<b>Warner Natural Resources Technology Fees</b>	\$106	\$250,131	\$250,237	\$0
<b>Assistive Technology Resource Center</b>	\$312	\$20,000	\$19,337	\$975

### **2.1 Significant Carry Forward from FY 10 into FY 11**

Academic Administration Intra-University – The program carried-forward \$30,458 as it fulfilled a collaborative laptop check-out purchase initiative with the library. The actual purchase was not completed before fiscal year end but was completed before school began in August.

Agricultural Sciences – The College carried-forward a negative balance of (\$45,473). The bulk of the requested deficit carry forward was used to change the computer purchasing cycle from end of summer to the beginning of summer. The cycle will remain as a year-end activity so that the lab manager has the entire summer to get the equipment into the labs rather than the last three weeks of summer. The same number of systems was purchased, but we made two purchases within the fiscal year. The deficit carry-forward also was used to upgrade the air-conditioner in the server room which has been a critical need for several years. The cost was shared with other college technology funding.

Business – The college requested a carry forward of \$158,654 to refresh the Rockwell Lab before the beginning of the school year but after 1 July. Also, additional student checkout laptops were purchased over the summer.

Liberal Arts – The College carried forward \$14,458. The requested carryover was applied towards a Journalism & Technical Communication proposal to upgrade the media equipment in the Clark A-Wing studio.

College of Natural Sciences – The College carried forward \$130,931. These carryover funds were used to help equip the new Academic Instruction building completed in the Fall of 2010. This is a continuation from the previous year’s carryover. These funds helped complete a lab that is used by Psychology undergraduates

Veterinary Medicine and Biological Sciences - The College carried forward \$11,376. The revenue was invested in a new initiative to create more experiential learning opportunities. The college solicited faculty to submit proposals to receive up to \$500 per student to place a student in their lab or field project. The \$500 could be used to purchase equipment or supplies that would be available to train the students on technology aspects of their discipline. Twenty-five proposals were received for the current year and twenty-two were funded with the carry-over and some current year funding.

## **2.2 Significant Carry Forward from FY 11 into FY 12**

Business – Carry over requested for \$39,646 to be used for Server Infrastructures, Network Security, and Student Computers for Rockwell classroom.

Engineering - A carry-forward amount of approximately \$100,000 is requested as the Engineering Student Technology Committee (ESTC) begins to set aside funds to invest in the new Engineering II building.

Liberal Arts - As part of a routine student computing replacement program, the College of Liberal Arts will replace computers during summer 2011. Carryover of \$18,168 is requested so that computers may be purchased over the summer months and fiscal year end.

Natural Sciences – The College will be carrying over \$46,500 in Charges for Technology for the 2011-2012 year. Part of these carryover funds will be used to purchase a new Oscilloscope & related software for the Chemistry department. The room renovations to house this piece of equipment will not be complete in time for the equipment to be purchased this fiscal year. The remaining carry-over funds will be used to purchase computers.

## **2.3 Change to Support for Assistive Technology Resource Center (ATRC)**

The committee approved an annual budget of \$20,000 for the ATRC in 2009. This allowed the Director of the ATRC to make better strategic spending decisions for students. The \$20,000 figure was based on a ten-year expense history for the ATRC. The students on the UCFT were very much in favor of the move. The line item is included as “EOD - Assistive Tech”. Students proposed a modification to the manual wording in 2009 to reflect the change and unanimously approved it in 2010. It is a housekeeping change to align the manual with the ratified procedure.

The proposed change appears at the bottom of page 4 under “Proposal for Expenditures” in the attached CFT Manual.

Original:

“The Assistive Technology Resource Center (ATRC) should be consulted when designing or modifying computer environments, both physical and electronic, to address accessibility, ergonomic and universal design considerations. To meet the needs of individual students with specific disabilities as defined by the

Americans with Disabilities Act and Section 504 of the Rehabilitation Act, the ATRC may purchase or provide specialized hardware, software or other appropriate accommodations as warranted on behalf of a particular student with a disability. To utilize CFT funds for such expenditures, a representative of the ATRC must attend the spring UCFT meeting and present a proposed budget for the following fiscal year. If budget was provided during the current fiscal year, the proposal will also include a written report of the current year's budget and expenditures.”

Modified to:

“The Assistive Technology Resource Center (ATRC) should be consulted when designing or modifying computer environments, both physical and electronic, to address accessibility, ergonomic and universal design considerations. To meet the needs of individual students with specific disabilities as defined by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act, the ATRC may purchase or provide specialized hardware, software or other appropriate accommodations as warranted on behalf of a particular student with a disability. To utilize CFT funds for such expenditures, a representative of the ATRC must attend the spring UCFT meeting and present a proposed budget for the following fiscal year. If budget was provided during the current fiscal year, the proposal will also include a written report of the current year's budget and expenditures.

If a budget is approved for the ATRC, that budget will be distributed to the colleges on a per student percentage basis, i.e., the percentage of total students enrolled in a college during the current year versus the total students enrolled in the university for the current year. The CFT funds for the ATRC will be transferred out of college CFT accounts shortly after July 1 of each fiscal year.”

# Charges for Technology Manual

## Colorado State University

April 2011

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### Rationale for Charges for Technology

The students at Colorado State University, in conjunction with their respective faculty and college administrators, recognize and acknowledge the following:

- Technological skills provide fundamental advantages in the job market;
- The State of Colorado and Colorado State University have many pressing fiscal needs that make it difficult to maintain a state-of-the-art technological environment for instructional programs; and
- For many students, the cost of purchasing and maintaining state-of-the-art technology for personal use is prohibitive. This is due largely to the rapid changes in technology being experienced in the marketplace.

Therefore, to provide general access to state-of-the-art instructional technology, to reduce the costs of technology for each student by pooling the resources of all students, to provide a competitive advantage to students who attend Colorado State University, and to direct sufficient funding to these specific purposes, the students, faculty, and college administrators at Colorado State University endorse and support the collection of charges for technology. The charge is not intended to be a "use charge" and therefore is assessed to all students regardless of whether they actually use the equipment or whether they are enrolled in a course in the specific college for that semester.

The purpose of this manual is to standardize the policies governing the approval and administration of the different charges in use by the individual colleges at Colorado State University. The current University policy, approved by the Board of Governors of the Colorado State University System, provides enough latitude for each college to meet the needs of its respective constituencies.

At present, all the colleges at Colorado State University as well as the Intra-University Option have adopted and have been granted permission by the Board of Governors of the Colorado State University System to institute charges for technology. Each has a separate charge schedule consistent with the different needs of the constituencies at Colorado State University (see Appendix A).

The Board of Governors of the Colorado State University System approves the Charges for Technology for each of the colleges every year.

## **Revenue**

The charges for technology assessed to each student comprise the primary source of revenue for the Charges for Technology accounts in each college. In addition, valid sources of revenue include cost-recovery charges for printing, the sale of surplus CFT equipment for non-CFT purposes and cost-sharing charges assessed to faculty and staff for the use of services that were entirely CFT funded.

## **Strategic Planning within Each College and throughout the University**

Each of the colleges should include long-range plans addressing future technological needs as part of its existing strategic planning. Coordination among colleges relating to future technological needs will undoubtedly result in overall savings for the University. Items not considered to be state-of-the-art in one college may provide a sufficient degree of functionality in another college or unit. The University will endeavor to make available to all of its units lists of equipment considered to be obsolete or surplus as well as needs of the different units.

## **Establishment of a College Technology Committee**

Each college and the Intra-University Option at Colorado State University shall establish a College Technology Committee to oversee the administration of the charges for technology. The majority of committee members shall consist of students majoring within the college or the Intra-University Option and, at the discretion of the Dean, appropriate University personnel (e.g., faculty, computer lab coordinators). The Dean of each college shall be responsible for ensuring that adequate representation is present on this committee, according to the procedures outlined in the Board of Governors of the Colorado State University System approved Charges for Technology proposal for each college.

## **Responsibilities of the College Technology Committee**

The College Technology Committee will ensure that extensive planning and communication with students will occur prior to any major commitment of funds. Input from student groups will be requested and considered prior to committee decisions. The College Technology Committee shall be responsible for ensuring that the funds returned to each college are spent according to established procedures. The Dean of each college shall be responsible for ensuring that these funds are administered according to DHE guidelines with respect to "academic" charges as well as other applicable regulations or laws.

## **Continuation of Charges for Technology**

The continuation of charges for technology within a college, as well as the amount of the annual charge, shall be voted upon by the College Technology Committee within each college at least every two years, beginning Spring Semester of 1996. This vote of the committee as well as the request for the continuance of charges for technology must be noted in the college annual Charges for Technology report.

Each year the College Technology Committee shall be authorized to request an increase or decrease of the charge by an amount not to exceed 5% of the current annual charge without completing the full approval process described in the next paragraph.

If an increase or decrease larger than 5% of the current annual charge is contemplated, the College Technology Committee shall hold open hearings, during the academic year, with all parties (undergraduate students, graduate students, and faculty). Following the hearings, a vote of all College Technology Committee members shall be taken. Passage of a charge change greater than 5% shall require approval by a two-thirds majority of the committee members.

All recommendations for continuation or changes shall be forwarded to the Dean for approval. The Dean's decision and reasons for the decision shall be communicated to the College Technology Committee. All charge recommendations shall then be forwarded to the University Information Technology Executive Committee (ITEC) and then to the Provost, who shall give approval before the recommendations are forwarded to the Board of Governors of the Colorado State University System. The Board of Governors of the Colorado State University System shall have ultimate authority for approving the continuation or changes. At the June Board meeting each year, continuation and proposed changes to the charges for technology are approved as part of the budget process for the coming fiscal year.

Requests for changes greater than 5% shall include the following information:

- Five-year history on actual and projected (for the current fiscal year) revenue and expenditures, and projected revenue and expenditures under the proposal,
- Space and other facilities related requirements, if any, related to the change,
- A description of the process used to obtain student support for the change, and
- Specific rationale and justification for the requested increase.

## **Distribution of Funds**

Each College Technology Committee shall be responsible for recommending a procedure for distribution of the funds resulting from the charges for technology. This distribution must be approved by the



Dean of each college. The College Technology Committee may opt for centralizing the funds, or it may opt to return a percentage to each department to reflect the different needs of the college's various disciplines. Expenditures shall be reviewed beforehand by the Dean. Any disputes between the College Technology Committee and the Dean will be referred to the Provost for resolution.

## **Refunds**

There may be unusual situations that could justify a refund of the technology charge, and students may request a refund from the College Technology Committee. Such a request shall be made in writing and addressed to the Chairperson of the College Technology Committee. The decision to grant a refund shall be determined by a majority vote of the College Technology Committee. The student may appeal the committee's decision by notifying the committee and arranging a date to meet with committee members. Arguments from both sides will be heard and a vote taken. Decisions made by the committee at that meeting shall be final. Refunds will not be granted for the following reasons:

- 1) No predicted use of the equipment,
- 2) Non-enrollment in any specific college courses that semester, or
- 3) Change of college later than one week after census date.

A refund may be permitted on the grounds of change of college before or within one week following the official university census date. Students requesting refunds must present documents proving a change has been processed by the Registrar's Office. A refund may also be allowed because of withdrawal from the University as a result of serious illness, disabling accident, military call-up, or activation of Reserve or National Guard units, as stated in University policy, and is subject to confirmation by the Office of Enrollment Services.

## **Proposal for Expenditures**

To improve educational experiences, proposals for expenditures of the funds resulting from the charges for technology shall be solicited by the College Technology Committee from students and faculty, preferably working together. Members of the committee are primarily responsible for identifying departmental needs; however, the departments may make their own requests. Moreover, all students having suggestions about laboratory equipment, computers, and other general-purpose requirements are encouraged to bring them to the respective committee members, department heads/chairs and/or the Dean's Office. Laboratory supervisors, graduate teaching assistants, and faculty members are also encouraged to make suggestions as they often know what improvements are needed and what is commercially available to upgrade and enhance the different laboratories.

The Assistive Technology Resource Center (ATRC) should be consulted when designing or modifying computer environments, both physical and electronic, to address accessibility, ergonomic and universal design considerations. To meet the needs of individual students with specific disabilities as defined by the Americans with Disabilities Act and Section 504 of the Rehabilitation Act, the ATRC may purchase or provide specialized hardware, software or other appropriate accommodations as warranted on behalf of a particular student with a disability. To utilize CFT funds for such expenditures, a representative of the ATRC must attend the spring UCFT meeting and present a proposed budget for the following fiscal

year. If budget was provided during the current fiscal year, the proposal will also include a written report of the current year's budget and expenditures.

If a budget is approved for the ATRC, that budget will be distributed to the colleges on a per student percentage basis, i.e., the percentage of total students enrolled in a college during the current year versus the total students enrolled in the university for the current year. The CFT funds for the ATRC will be transferred out of college CFT accounts shortly after July 1 of each fiscal year.

A college may carry forward Charges for Technology funds for several years to provide for major purchases. Requests for carry forward must be fully documented and justified and the major purchases involved must be included in the strategic plan for the college. A multi-year purchase must not be in conflict with pertinent laws of the State of Colorado or other applicable regulations. Any requests for carry forward funds for multi-year purchases must be included in the annual report and must be approved by the Provost.

Colleges are not permitted to carry deficits over a fiscal year boundary, rather Colleges are mandated to carry over only small, desirably zero, fund balances over fiscal year boundaries. However, some expenses for technology, especially for software licensing and maintenance, are recurring and are therefore incurred in July. Because Charges for Technology revenue is not collected until the beginning of the fall semester, this pre-spending may cause some Charges for Technology accounts temporarily to be in deficit. As these expenses are required for the operation of technology environments, this paragraph details a policy that colleges can apply to sustain their operations throughout this time period. Colleges and the Intra-University Open Option may deficit spend up to 20% of the annual Charges for Technology revenue that they collected during the last fiscal year prior to receiving revenue for the current fiscal year. Any deficit so incurred may not be carried past the end of September. Colleges may appeal this to the Information Technology Executive Committee (ITEC) by forwarding the appeal to the ITEC via the Vice President for Information Technology.

### **Allowable Uses of Funds**

The following are allowable uses of the funds resulting from the charges for technology:

#### 1. Student hourly compensation

Funds can only be used specifically to compensate students for monitoring or supervising computer laboratories or other laboratories where a substantial amount of the equipment has been purchased with the funds resulting from the charges for technology, or to compensate students for offering technology training and/or technology development specifically for students. Such technology training or development shall not be in support of academic courses or other functions normally funded by academic units. Students otherwise occupied in normal departmental functions, such as graders or tutors, shall not be paid from these funds.

#### 2. Examples of allowable purchases of computer hardware and software

Computers	Imaging devices
Plotters	Hard disk drives
CD-ROM and DVD drives	Network cabling and devices

Operating systems	Word processors
Spreadsheets	Graphics packages
Utility packages	Compilers
Simulators	Productivity tools
Software licenses	Software upgrades
File storage and backup solutions	Diagnostic software
Multimedia products	Security systems
File and application servers	Ergonomic furniture
Remote access solutions	compatible with learning stations
Environmental conditioning, including electrical power	

Note that the last item above. “environmental conditioning, including electrical power,” allows ventilation, air conditioning, heating and humidification, and electrical power systems to be installed specifically to condition and power equipment purchased under this program. A limited amount of modification to the physical infrastructure is allowed, such as installing HVAC systems, ventilation systems, and modifications to existing rooms such as installing doors with vents, and installation of electrical panels and circuits specifically to environmentally condition the space and provide the power for server equipment purchased under this program. It is not intended to be used for the large projects such as the construction of new or refurbishing of existing server rooms, or for environmentally conditioning student labs.

### 3. Examples of allowable purchases of other instructional equipment

Scientific laboratory instruments	General testing equipment
Diagnostic hardware	Kilns
Art studio technologies	Electrical or electronic music technology
Cameras	Videotape machines
Video teleconferencing equipment	

### 4. Examples of allowed purchases of laboratory and other supplies

Paper and output media	Toner and ink cartridges for imaging devices
Mouse pads	Video and audio tapes
Office supplies used in student labs by students (e.g. staplers, paper clips, scissors, etc.)	Office supplies used by the help desk in support of the CFT activity (e.g. staplers, paper clips, scissors, etc.)

This category is not intended to be used for the purchase of otherwise typical laboratory supplies for equipment not purchased with funds resulting from the charges for technology.

### 5. Maintenance

Charges for maintenance required for the continued use of the items purchased with funds resulting from the charges for technology are allowed and encouraged.

### 6. Furnishings

When equipment is purchased with CFT funds, up to 25% of the cost of the equipment funds may be used to purchase furnishings that directly support the use of the purchased equipment. There must be a direct tie between the equipment and the supporting furnishing(s), e.g. chairs and tables for student computer stations or laboratory equipment, carts for portable equipment, equipment racks, etc.

In addition, credit card costs incurred by the University in permitting students to pay the charges for technology are allowable "cost of doing business charges."

The constituency of a college may wish to exclude or include any of the aforementioned items. Such an exclusion or inclusion must be recommended by the College Technology Committee of the respective college and the action filed with the Dean's Office and the Provost's Office.

### **Non-Allowable Uses of Funds**

The following are non-allowable uses of funds resulting from the charges for technology:

Non-student personnel	Graduate student assistantships
Personnel recruiting expenses	General furniture
General office supplies	Vehicle rental
Equipment not accessible to students	Travel
Facilities remodeling, except as noted above for environmental conditioning and electrical power for servers	Food, drink and meals

The term "accessible to students" is meant to imply equipment used by students in order to fulfill academic requirements. Such equipment may be available in an open lab or in a specialized laboratory accessible only while a faculty member or a teaching assistant is present. Often specialized equipment can only be used in a meaningful manner when a direct supervisor is present. Ordinarily, purchase of administrative equipment is not considered an appropriate use of the funds.

The appropriateness of a specific item may be questioned by a Dean and advice obtained from the internal audit office of the University. Inappropriate expenditures proposed by the College Technology Committee can be vetoed by the college Dean. A process for appeals and clarification shall be in place and rests with the Provost, who shall have final say. If Deans allow inappropriate expenditures, they are subject to adverse audit findings which will be addressed during regular performance reviews.

### **Basis of the Charges for Technology for Undergraduate Students**

All undergraduate students enrolled for nine or more credits will be assessed the charges for technology by each of the colleges. The charges will be prorated for students taking less than nine credits. No distinction is made between resident and non-resident students.

All charges collected from students in a given college will be transferred directly to that college as a separately budgeted item in the Resident Instruction budget of the college.

## **Basis of the Charges for Technology for Graduate Students**

Graduate students enrolled for six or more credits in colleges that require charges for technology of graduate students will be assessed the charges for technology. The charge will be prorated for students taking less than six credits. No distinction is made between resident and non-resident students. Graduate students paying the continuous enrollment fee do not pay the charges for technology.

## **Reports and Requests to the Board of Governors of the Colorado State University System**

Each year each college shall produce an annual Charges for Technology report. Copies shall be made available upon request to any student or faculty member, and a copy of the report shall be posted at all central departmental bulletin boards or on the Web.

Each college shall submit to the Director of Academic Computing and Networking Services the annual Charges for Technology report to be collated into a comprehensive report for the University and submitted to the Information Technology Executive Committee for review. The report is then presented to the Provost, the President's Cabinet and subsequently forwarded to the Board of Governors of the Colorado State University System.

Colleges requesting changes greater than 5% shall submit this request to the Information Technology Executive Committee for review. The report is then presented to the Provost, the President's Cabinet and subsequently forwarded to the Board of Governors of the Colorado State University System.

The Board of Governors of the Colorado State University System receives the annual Charges for Technology report at its March meeting, including requests for changes in the charges for technology. Consequently, annual reports from the colleges, including requests to change fees, are due to the Director of ACNS by February 1.

## **Format for the Annual Charges for Technology Report**

The information requested for the report includes:

- Revenues and Estimated Expenses for the Current Fiscal Year, with explanations for all increases, and justification for carry-over and carry-forward requests.

Additional detail, including guidelines for preparing Annual Reports, a budget template for submission of expenses, copies of previous Annual Reports, and other pertinent information, may be found on the web at <http://ucft.colostate.edu/>.

### **Appendix A**

#### **Schedule of Charges for Technology Each Semester 2010-2011**

<b>College</b>	<b>Undergrad. Charge</b>	<b>Grad. Charge</b>	<b>Summer Charge</b>
Agricultural Sciences	\$86.15	\$86.15	No
Applied Human Sciences	\$68.00	\$68.00	Yes
Business	\$94.50	\$94.50	No
Engineering	\$170.00	\$170.00	No

Intra-University Option	\$35.50	N/A	No
Liberal Arts	\$54.58	\$54.58	No
Natural Resources	\$94.50	\$94.50	No
Natural Sciences	\$94.50	\$0	No
Veterinary Medicine	\$90.00	\$0	No

Colleges may assess charges for technology to summer students.

Undergraduate students enrolled for nine or more credits will be assessed the full charge for technology. The charge will be prorated for students taking less than nine credits.

Graduate students enrolled for six or more credits in colleges that require charges for technology of graduate students will be assessed the full charge. The charge will be prorated for students taking less than six credits. Graduate students paying the continuous enrollment fee do not pay the charge for technology.

No distinction is made between resident and non-resident students.

# Agenda Item 1f: FY 2012 Room and Board Rates

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY  
HOUSING SYSTEM  
RESIDENCE HALL PROPOSED RATES PER SEMESTER  
FOR ACADEMIC YEAR 2011-12

<u>RESIDENCE HALLS</u> <sup>1</sup>	2010-11 Approved Rate	2011-12 Proposed Change	2011-12 Proposed Rate	Percent Change
Standard Room	\$2,161	\$108	\$2,269	5.0%
Suite	\$2,535	\$127	\$2,662	5.0%
Suite Hall Designed Single	\$2,851	\$143	\$2,994	5.0%
Summit Suite	\$2,777	\$139	\$2,916	5.0%
Summit Suite Designed Single	\$3,552	\$178	\$3,730	5.0%
Towers 3 Room	\$2,797	\$140	\$2,937	5.0%
Towers Designed Single	\$2,708	\$135	\$2,843	5.0%
Academic Village Double or Quad Suite	\$2,851	\$143	\$2,994	5.0%
Academic Village Suite Designed Single	\$3,717	\$186	\$3,903	5.0%
Additional charge for Double as Single	\$500	\$0	\$500	0.0%
Additional charge for Triple as Double	\$300	\$0	\$300	0.0%

<u>Dining Services Meal Options</u> <sup>2</sup>	2010-11 Approved Rate	2011-12 Proposed Rate	2011-12 Proposed Rate	Meal Plan Only % Incr
Any Meal Any Time	n/a	\$100	\$2,580	n/a
Any 21 (formerly Block A)	\$2,211	\$100	\$2,317	5.0%
Any 14 (formerly Block B)	\$2,051	\$100	\$2,149	5.0%
Any 10 (formerly Block C)	\$1,896	\$100	\$1,986	5.0%
Block U (available to returning residents only)	\$1,368	n/a	n/a	

<u>Pingree Park NR Summer Session</u>	2010-11 Approved Rate	2011-12 Proposed Change	2011-12 Proposed Rate	Percent Change
Student Room & Board (NR220 26 days)	\$785	\$10	\$795	1.3%
Student Room & Board (F230 - 8 days)	\$240	\$5	\$245	2.1%
Faculty Cabins per month	\$485	\$5	\$490	1.0%

<sup>1</sup> Rates include technology and cable fees.

<sup>2</sup> Created the new Any Meal Any Time meal plan that allows students to use their meal plan for up to 10 meals. The U plan initiated in FY11 was not as popular as predicted and is being discontinued in FY12. Fiscal year 2010-11 approved rates include RamCash.



COLORADO STATE UNIVERSITY  
HOUSING SYSTEM  
APARTMENT PROPOSED RATES PER MONTH AND ACADEMIC YEAR CONTRACT  
FOR ACADEMIC YEAR 2011-12

	2010-11 Approved Monthly Rate	2011-12 Proposed Monthly Rate	Monthly Rate Percent Change	2010-11 Rates w/Academic Year Contract	2011-12 Proposed Rates w/Academi c Year Contract	Contract Rate Percent Change
<u>APARTMENTS</u> <sup>3</sup>						
<u>Single Student Apartments Proposed Rates</u>						
Lory 1-bedroom	\$650	\$665	2.3%	\$610	\$625	2.5%
Lory 2-bedroom	\$675	\$685	1.5%	\$635	\$645	1.6%
Lory 2-bedroom share	\$445	\$455	2.2%	\$405	\$415	2.5%
International House 1-bedroom	\$660	\$665	0.8%	\$620	\$625	0.8%
International House 2-bedroom	\$675	\$685	1.5%	\$635	\$645	1.6%
International House 2-bedroom share	\$445	\$455	2.2%	\$405	\$415	2.5%
Aggie Village North & South 2-bedroom share	\$445	\$455	2.2%	\$405	\$415	2.5%
University Village @ 1500 2-bedroom share	\$420	\$430	2.4%	\$380	\$390	2.6%
University Village @ 1500 2-bedroom share <sup>4</sup>	\$445	\$455	2.2%	\$405	\$415	2.5%
University Village @ 1500 2-bedroom share by 3	\$305	\$315	3.3%	\$265	\$275	3.8%
University Village @ 1600 2-bedroom share	\$420	\$430	2.4%	\$380	\$390	2.6%
University Village @ 1600 2-bedroom share <sup>4</sup>	\$445	\$455	2.2%	\$405	\$415	2.5%
University Village @ 1600 2-bedroom share by 3	\$305	\$315	3.3%	\$265	\$275	3.8%
University Village @ 1600 3-bedroom share by 3	\$460	\$475	3.3%	\$420	\$435	3.6%
University Village @ 1600 3-bedroom share by 2	\$325	\$340	4.6%	\$285	\$300	5.3%
University Village @ 1700 3-bedroom share by 3	\$330	\$350	6.1%	\$290	\$310	6.9%
<u>Student Family Apartments Proposed Rates</u>						
Aggie Village 2-bedroom	\$660	\$670	1.5%	\$620	\$630	1.6%
University Village @ 1500 2-bedroom	\$675	\$685	1.5%	\$635	\$645	1.6%
University Village @ 1600 2-bedroom	\$790	\$800	1.3%	\$750	\$760	1.3%
University Village @ 1600 3-bedroom	\$870	\$885	1.7%	\$830	\$845	1.8%
University Village @ 1700 2-bedroom	\$805	\$830	3.1%	\$765	\$790	3.3%
University Village @ 1700 3-bedroom	\$880	\$905	2.8%	\$840	\$865	3.0%

<sup>3</sup> Rate includes utilities, telephone service, internet and basic cable television.  
Month to month rental rate is \$40 more per month than the academic year contract.  
Budgeted for 60% academic year lease/40% month to month lease.

<sup>4</sup> Bedroom square footage is greater.

<sup>5</sup> Became available during FY11 at the same rate as the University Village @ 1600 2 bedroom share by 3.



COLORADO STATE UNIVERSITY - PUEBLO  
2011-2012 ACADEMIC YEAR  
ROOM and BOARD SEMESTER RATE SCHEDULE

	Approved Rates 2010-11	Proposed Rate 2011-12
<b><u>Belmont Hall*</u></b>		
Double Occupancy Room	\$ 1,995	\$ 1,995
Single Occupancy Room	\$ 2,495	\$ 2,495

<b><u>Crestone Hall/Culebra Hall/ Greenhorn Hall*</u></b>		
Shared Bedroom-Semi Suite / Double w/Shared Bath	\$ 2,500	\$ 2,600
Shared Bedroom Suite / Double with One Bath	\$ 2,850	\$ 2,950
Private Bedroom Suite / Single w/Shared Bath	\$ 3,200	\$ 3,300
Private Single Bedroom / Private Room w/Private Bath	\$ 3,550	\$ 3,600
Super Single w/Shared Bath	\$ 3,200	\$ 3,300

\* Includes utilities, internet access, and basic cable service.

<b><u>UVWS Apartments*</u></b>		
Small Bedroom	N/A	\$ 2,550
Medium Bedroom	N/A	\$ 2,625
Large Bedroom	N/A	\$ 2,700

\* Includes utilities, internet access, and basic cable service.

	Approved Rates 2010-11	Proposed Rate 2011-12
<b><u>Meal Plans meals with Flex Points</u></b>		
Unlimited	\$ 1,830	\$ 1,885
19 meals	Discontinued	N/A
12 (\$125 Flex), 14 (\$75 Flex), and 17 (\$50 Flex) meals	\$ 1,650	\$ 1,700
5 + 225 Flex	\$ 1,060	\$ 1,095
10 + 100 Flex	\$ 1,060	\$ 1,095
<b><u>Meal Blocks meals with Dining Dollars</u></b>		
40 meals + \$50	\$ 360	\$ 370
80 meals + \$100	\$ 725	\$ 750
120 meals + \$150	\$ 1,025	\$ 1,055

<b><u>Dining Dollar Plans</u></b>		
Plan 1	\$ 500	\$ 500
Plan 2	\$ 750	\$ 750
Plan 3	\$ 1,000	\$ 1,000

Agenda Item 1g:  
FY 2012 Cost of Attendance  
Informational Item

**Cost of Attendance**

Resident Full Time Student (12 credit hours, fall & spring semesters)

	Base Resident Tuition (Student Share)	Mandatory Student Fees	Room and Board Charge	TOTAL	Increased cost over prior year	
					Cost	Percentage
<b>FY2011-12 Proposed<sup>1</sup></b>	\$6,307	\$1,645	\$9,622	\$17,574	\$1,161	7.1%

<b>FY2010-11 and Prior Tuition and Fees</b>					Cost	Percentage
Actual FY2010-11	\$5,256	\$1,639	\$9,518	\$16,413	\$669	4.2%
Actual FY2009-10	\$4,822	\$1,436	\$9,486	\$15,744	\$769	5.1%
Actual FY2008-09	\$4,424	\$1,390	\$9,162	\$14,976	\$1,487	11.0%
Actual FY2007-08	\$4,040	\$1,319	\$8,130	\$13,489	\$1,442	12.0%
Actual FY2006-07	\$3,466	\$1,191	\$7,390	\$12,047	\$1,491	14.1%
Actual FY2005-06	\$3,381	\$1,121	\$6,054	\$10,556	\$1,000	10.5%
Actual FY2004-05	\$2,940	\$850	\$5,766	\$9,556	\$156	1.7%
Actual FY2003-04	\$2,908	\$836	\$5,656	\$9,400	\$426	4.7%
Actual FY2002-03	\$2,655	\$780	\$5,540	\$8,975	\$184	2.1%
Actual FY2001-02	\$2,502	\$750	\$5,538	\$8,790	\$371	4.4%

<sup>1</sup>Cost of Attendance does not include differential or supplemental tuition charges.



COLORADO STATE UNIVERSITY - PUEBLO  
2011-2012 ACADEMIC YEAR  
COST OF ATTENDANCE SCHEDULE

Resident Full Time Student (12 credit hours, fall & spring semesters)						
	Base Resident Tuition	Mandatory Student Fees-Estimate	Room and Board Charge	TOTAL	Increased cost over prior year	
					Cost	Percentage
<b>FY2011-12</b>	\$ 4,381	\$ 1,342	\$ 8,283	\$ 14,006	\$ 847	6.4%
Actual FY2010-11	\$ 3,880	\$ 1,237	\$ 8,042	\$ 13,159	\$ 548	4.3%
Actual FY2009-10	\$ 3,559	\$ 1,182	\$ 7,870	\$ 12,611	\$ 1,097	9.5%
Actual FY2008-09	\$ 3,422	\$ 996	\$ 7,096	\$ 11,514	\$ 958	9.1%
Actual FY2007-08	\$ 3,184	\$ 972	\$ 6,400	\$ 10,556	\$ 799	8.2%
Actual FY2006-07	\$ 2,975	\$ 972	\$ 5,810	\$ 9,757	\$ (6)	-0.1%
Actual FY2005-06	\$ 2,903	\$ 972	\$ 5,888	\$ 9,763	\$ 631	6.9%
Actual FY2004-05	\$ 2,524	\$ 696	\$ 5,912	\$ 9,132	\$ 465	5.4%
Actual FY2003-04	\$ 2,289	\$ 636	\$ 5,742	\$ 8,667	\$ 392	4.7%
Actual FY2002-03	\$ 2,060	\$ 591	\$ 5,624	\$ 8,275	\$ 433	5.5%
Actual FY2001-02	\$ 1,940	\$ 532	\$ 5,370	\$ 7,842	\$ 308	4.1%
Actual FY2000-01	\$ 1,860	\$ 510	\$ 5,164	\$ 7,534	\$ 459	6.5%
Actual FY1999-00	\$ 1,808	\$ 499	\$ 4,768	\$ 7,075		

Base Resident Tuition (student share) % Increase	Room & Board Charge % Increase
--	--------------------------------

12.9%      3.0%

9.0%      2.2%  
4.0%      7.1%  
7.5%      10.9%  
7.0%      10.2%  
2.5%      -1.3%  
15.0%      -0.4%  
10.3%      3.0%  
11.1%      2.1%  
6.2%      4.7%  
4.3%      4.0%  
2.9%      8.3%

**Note:** In FY 2011-12 Overall, room rates increased by only 3%. The lowest cost room had no increase. Meal Plan increases are 3%.

Resident Full Time Student (15 credit hours, fall & spring semesters)						
	Base Resident Tuition	Mandatory Student Fees-Estimate	Room and Board Charge	TOTAL	Increased cost over prior year	
					Cost	Percentage
<b>FY2011-12</b>	\$ 4,592	\$ 1,677	\$ 8,283	\$ 14,553	\$ 896	6.6%
Actual FY2010-11	\$ 4,068	\$ 1,547	\$ 8,042	\$ 13,656	\$ 576	4.4%
Actual FY2009-10	\$ 3,732	\$ 1,478	\$ 7,870	\$ 13,080	\$ 992	9.0%
Actual FY2008-09	\$ 3,422	\$ 1,245	\$ 7,096	\$ 11,763	\$ 1,207	11.4%

Base Resident Tuition (student share) % Increase	Room & Board Charge % Increase
--	--------------------------------

12.9%      3.0%

9.0%      2.2%  
9.0%      7.1%

**Note:** In FY 2011-12 Overall, room rates increased by only 3%. The lowest cost room had no increase. Meal Plan increases are 3%.

# Agenda Item 1h: FY 2012 One Time Expenditures CSU-Pueblo

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM



FY 2011-12 One Time Expenditure Recommendation	
Description	Amount
Academic Improvements	\$ 300,000
Maintenance Projects	\$ 150,000
Parking and Road Projects	\$ 300,000
Equipment Replacement	\$ 75,000
Student Facilities	\$ 900,000
Auxiliary/Self-Funded Facilities	\$ 500,000
<b>Total Request FY 2011-12</b>	<b>\$ 2,225,000</b>

# Agenda Item 1i: Board Resolution

BOARD OF GOVERNORS *of the*  
COLORADO STATE UNIVERSITY SYSTEM



Colorado State University System  
Board of Governors Meeting – June 20, 2011  
Pingree Park  
Action Item

CSU System Strategic Plan Goal(s): Aligns and supports CSU System Strategic Plan Goals number 1 and number 3

**MATTERS FOR ACTION:**

Approval of the FY2011-2012 operating budget increase and review of related expenses along with approval of all tuition, tuition differentials, fees - including Special, Program, Course, Technology fees and manuals (CSU only) - and all proposed increases in such items, and approval of all room and board rates, one time expenditures and proposed increases for Colorado State University, and Colorado State University – Pueblo, and approval of tuition rates for Colorado State University – Global Campus. Further, approval of the Colorado State University System operating budget.

**RECOMMENDED ACTION:**

MOVED, that the Board of Governors approve all proposed schedules, budgets, and rate increases as listed in MATTERS FOR ACTION, and as presented in the Finance Committee presentation of the Board of Governors on June 20, 2011 for the 2011-2012 Fiscal Year.

**EXPLANATION:**

Presented by Richard Schweigert, Chief Financial Officer, Board of Governors Officer of the Colorado State University System.

This Action Item represents the culmination of a year long discussion with the Board of Governors about the upcoming FY 2011-2012 financial structure for the Colorado State University System. Adoption of the items are in accordance with past board policies and for the most part are required by various statutes or policies of the Colorado Commission on Higher Education (CCHE).

Colorado State University System  
Board of Governors Meeting – June 20, 2011

While the Board no longer has specific policies about what needs board approval, previous board policy required that the annual operating budget increase for each physical campus in the CSU System be presented to the board in June. In addition, previous board policy required that rates and increases in tuition, student fees, housing and dining, and technology fees also be reviewed and approved by the board. In addition, by tradition and direction in previous board action items CSU-Global Campus has brought only its tuition schedule for approval.

Related to these actions are requirements in statute and further expanded in policy by the Colorado Commission on Higher Education that require review and adoption annually of all new tuition rates and student fees. Colorado State University by past board direction and internal policy has developed certain technology fees and a technology Manual that governs the development and use of such fees. These are fees charged to students to maintain the massive information technology infrastructure at our largest university. By previous board policy these fees and related manual must also be approved by the board.

The board is also requested to approve the operating budget for the Colorado State University System office which includes budgets for the Office of the Chancellor, Office of General Counsel, Division of Internal Audit, and Office of the Board of Governors.

This item is recommended by the Board of Governors Finance Committee.

\_\_\_\_\_  
Approved

\_\_\_\_\_  
Denied

\_\_\_\_\_  
Patrick McConathy, Chair

\_\_\_\_\_  
Date